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FOR

PARTNERSHIPS

ACCESSIBILITY, A CATALYST FOR PARTNERSHIPS

JANET A. ZELLER
Accessibility Program Manager
Region 9

U.S. Forest Service
719 Main Street
Laconia, New Hampshire 03246
(603) 528-8721 or DG: R09F22A

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Author: Janet A. Zeller
Accessibility Program Manager, Region 9
U.S. Forest Service
719 Main Street
Laconia, NH 03246

Title: Accessibility, A Catalyst for Partnerships

Abstract: Accessibility is a catalyst in the development of internal and external partnerships. This paper summarizes a survey of existing and attempted partnerships which focus on accessibility in Region 9 Forests and a sampling from other Regions.

Characteristics of productive partnerships are discussed. Examples of successful existing partnership programs as well as difficulties are cited. Suggestions are made for improving partnership development.

Conclusions are formulated in Recommendations and in Guidelines for the Development of Effective Internal and External Partnerships for Accessibility.

Keywords: Accessibility, Access, Partnerships, Region 9, Teamwork,

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Finally, a special word of thanks to Dr.Steven Selin of West Virginia University for his assistance in the development of the survey instrument, for sharing his expertise, for his encouragement for this project and for taking what I have begun and continuing the research.

EXECUTIVE SUMMARY

Title: Accessibility, A Catalyst for Partnerships

Author: Janet A. Zeller
Accessibility Program Manager, Region 9
U.S. Forest Service
719 Main Street
Laconia, NH 03246

Summary:

The purpose of this project was to prepare guidelines for the development of effective internal and external partnerships for accessibility in Region 9. There were eight objectives established for the project:

1. Review literature pertaining to partnership development.

2. Develop criteria to evaluate and a survey instrument to inventory existing partnerships.

3. Conduct the survey on Region 9 Forests. Interview respondents to complete and clarify responses.

4. Survey selected Forests in other Regions. Interview a sample of respondents to complete and clarify responses.

5. Synthesize and interpret data on existing partnerships.

6. Formulate conclusions on the development of productive partnerships.

7. Prepare examples of existing successful partnership programs.

8. Prepare recommendations and guidelines for the development of effective internal and external partnerships for accessibility.

Partnership development was reviewed through literature and consultation with Forest Service personnel responsible for developing, maintaining and renewing partnerships. Internal and external partnerships have the same basic developmental phases from the need for collaboration through importance of recognition of efforts. Mutuality of objectives, strategy, risk and reward are essential.

However, those partnerships do differ. Internal partnerships require a move away from traditional responsibility by functional areas to that of an integrated team concept. External partnerships must meet legal criteria and include mutual benefit for non-monetary consideration, as well as no conflict of interest or appearance of conflict of interest.

A survey was conducted on R9 Forests and selected Forests in other Regions. Respondents were interviewed to complete and clarify responses. Results suggest that accessibility serves as a catalyst for the development of partnerships due to the strong personal commitment the need for accessibility engenders in many people.

Internal partnerships need the support of unit leadership to facilitate individual initiative, teamwork and communication. Interest in and commitment to improving accessibility may produce an internal partnership and lead to commitment by the unit leadership. Support of the leadership is needed to facilitate further development and renewal of internal partnerships.

Responses to the survey lead to the following:

Guidelines for Development of Effective
Internal Partnerships for Accessibility:

1. Invite all persons interested in improving accessibility to participate.

2. Communicate-- listen, share information, stay visible.

3. Be patient-- personal commitments and work loads will vary and will influence involvement.

4. Share leadership-- use a team approach with rotation of team leader.

5. Recognize efforts of the team-- publicize, share photos.

6. Renew the partnership.

External partnerships require time and training. Individuals on each unit must have a portion of their plan of work committed to partnership development if the benefits of such partnerships are to be reaped by the unit. Training in the recruitment, agreements process, maintenance and renewal of partnerships is needed. Again, accessibility broadens the potential for solid commitment by partners when the unit has the time and training to make use of this potential.

Responses to the survey lead to the following:

Guidelines for Development of Effective External Partnerships for Accessibility:

1. Market the potential for partnerships for accessibility.

2. Identify potential partners who are interested in accessibility and outdoor recreation.

3. Establish a relationship with the potential partner.

4. Explore possibilities -- are there shared goals, a state of participation or sharing, voluntary participation, non-monetary mutual benefit and demonstrated need for both Forest Service and the public.

5. When common ground is found look for opportunities which can provide a "Win-Win" result.

6. Make the specifics of the partnership clear and equitable: expectations, costs, timelines, leadership roles.

7. Use a formal written agreement to ensure clarity and legality.

8. Be ethical in fact and appearance.

9. Treat the partner as you would want to be treated.

10. Keep in close communication.

11. Recognize all involved at the completion of the project.

12. Maintain contact between active partnerships

From this project, several recommendations developed:

1. Leadership commitment to: improved accessibility, partnership development, encouraging individual initative, teamwork and communication.

2. Provide training in partnership develoment techniques including:
   - For all employees:
     Preliminary information in the identification of potential partners.

- For at least one interested person per unit detailed training in:
  Partnership development and maintenance
  Agreements to facilitate partnerships.

3. Provide training in partnership development techniques including: Preliminary information in the identification of potential partners for all employees and detailed training in partnership development, maintenance and agreements to facilitate partnerships for at least one interested person per unit.

4. Involve persons with disabilities in the evaluation, planning and development of projects.

Accessibility is an energizing element to which individuals have a personal commitment. Accessibility is a catalyst in the development of partnerships. With full commitment from unit leadership and adequate allocation of resources including time and training, partnerships for accessibility can make a positive difference for the Forest Service.

Combining accessibility with solid partnership development techniques can result in strong partnerships for accessibility. These partnerships will strengthen Forest Service teamwork internally. Externally partnerships for accessibility will provide increased positive public involvement and, despite limited budgets, improved customer service through universal access to a full range of Forest Service opportunities for ALL people.

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INTRODUCTION

Partnerships are a means of bringing together public and private resources to reach a mutual goal. The tightening economy and increased customer demands have encouraged the Forest Service to seek partnerships as a means of broadening service and support. The positive public involvement generated through partnerships is vital for responsible land management.

Accessibility for persons with disabilities has become more of a focus in the past three years. Internally the Forest Service is responding to the requirements of Section 504 of the Rehabilitation Act of 1973 as amended in 1978 and to 7 CFR 15e. The legislation requires access to facilities, programs and services which are federally funded or assisted. The Forest Service has now recognized the need to incorporate accessibility.

The Americans with Disabilities Act of 1990 (ADA) requires that access to facilities, programs and services be provided by entities external to the federal government which were not previously covered under 504. Included under ADA coverage are state and local government services, public accommodations, public transportation and commercial establishments.

A result of the 504 and the ADA legislation is a broad base of interest by both the agency and the public in providing access to outdoor recreation opportunities for all people. The 1990 publication by the Forest Service of the draft Design Guide for Accessible Outdoor Recreation placed the Forest Service in a leadership position in the area of access to outdoor recreation opportunities.

In addition, access for persons with disabilities engenders strong emotional support from many people. Thirty seven percent of the population has a significant disability from heart disease to quadriplegia. An additional ten percent are temporarily disabled, where they have a disability from which they are expected to recover within a few months. So it is likely that each individual knows a family member, friend or co worker who has a disability.

This personalization of disability further expands the potential level of commitment for programs and projects which will provide increased accessibility for all people.

An ideal climate exists for the development of both internal and external partnerships to reach mutual goals for accessibility.

The issue of the development of partnerships for accessibility encompasses achieving full commitment and adequate allocation of resources from partners, both internal and external to the Forest Service.

The development of internal partnerships between recreation, employment, engineering, contracting, procurement, public information, outreach and customer service is essential for the successful integration of accessibility into projects and programs. These internal partnerships vary widely in development and success in the Region 9 Forests.

External partnerships are also essential. Accessibility provides an area with strong potential for mutual advantage in shared expertise and opportunities for joint project development. External partnerships have been developed with varying success in Region 9.

In order to increase the development and effectiveness of partnerships for accessibility, a review of existing and attempted partnerships is needed. We have the potential to learn from past experience and to provide the resulting guidance to the Forests for use in building stronger partnerships. Past experiences can show us what comprises a successful partnership for accessibility and how are they formed, maintained and renewed.

Purpose of the Project

The purpose of this project is to prepare guidelines for the development of effective internal and external partnerships for accessibility in Region 9. The project had eight objectives:

1. Review literature pertaining to partnership development.

2. Develop criteria to evaluate and a survey instrument to inventory existing partnerships.

3. Conduct the survey on R9 Forests. Interview respondents to complete, clarify and probe responses.

4. Survey selected Forests in other Regions. Interview a sample of respondents to complete and clarify responses.

5. Synthesize and interpret data on existing partnerships.

6. Formulate conclusions on the development of productive partnerships.

7. Prepare examples of existing successful partnership programs.

8. Prepare recommendations and guidelines for the development of effective internal and external partnerships for accessibility.

Limitations of the Project

Time was the greatest limitation to the project. It was necessary to narrow the scope to Region 9, with limited surveying of partnerships in other regions. Also more balanced perspective would have been gained if time had allowed me to interview each external partner about their perception of their partnership with the Forest Service.

The Forests included in the limited surveying outside Region 9 are heavily weighted to successful partnerships due to the process of selecting those Forests. I polled my fellow Clemson Short Course students and asked for the names of any who knew of partnerships for accessibility on a Forest. As a result the most successful partnerships were identified. These partnerships are helpful in providing models, however they do not serve to balance the comprehensive survey of Region 9 Forests.

The Forest position of the respondents varied widely including District Rangers, Engineers, Foresters, Landscape Architects, Procurement Officers, Information Assistants, Resource Assistants, Outdoor Recreation Assistants, Recreation Technicians, Natural Resource Specialists and Special Emphasis Program Mangers. This range provided an advantage in the variety of perspectives offered, but also a potential for uneven responses especially in the General Partnership area. For example when asked if the unit encourages teamwork, the Ranger might reply in strong agreement because teamwork is his intent. However, the Recreation Assistant on that same unit might disagree, not having noticed emphasis in the area of teamwork.

Continuation

This research will be continued by Dr. Steven Selin of West Virginia University as a portion of his study of Forest Service partnerships.

LITERATURE REVIEW

There were two objectives of the literature review:

- Review how external partnerships develop in general and within the Forest Service structure in particular.
- Identify ways in which partnerships develop internally in an organization.

External Partnership Development

Literature searches were conducted through FS Info and several libraries. However, the majority of useful sources were located through the recommendations of Forest Service personnel who are involved with partnership development: George Lundy, Buzz Durham, Rod Troyer and Fred Kacprzynski. Interviews by phone and in person with these same individuals were also invaluable.

What is a partnership? "A sharing of resources to accomplish some good by which all partners thereto will benefit" (Lee, 1992). "They may include any individual, organization or agency interested in supporting, through funding, labor or supplies, any project identified by us or proposed by them that will benefit all parties." (Lundy, 1992).

Why partnerships? Partnerships offer an opportunity to expand outdoor recreation opportunities through utilization of shared responsibilities with the private sector and/or other agencies. Partnerships are a means of meeting the rising public demand for outdoor recreation within fiscal constraints. Consequently partnerships were designated as a preferred strategy in the President's Commission on Americans Outdoors report (President's Commission, 1985).

Clyde Lay emphasizes reasons for partnership development which are beyond financial need:

> "The Forest Service was managing the National Forest System lands as independent islands. Very little coordination was taking place with adjacent landowners and very little consideration for the needs of the user was demonstrated. . . . Times have changed and the knowledge and awareness of the public has increased at a tremendous rate. . . . . To me the development of partnerships and the need for more involvement by others are one and the same thing. As we involve others in the management of the National Forests the opportunity to build partnerships and make friends continually grows. If we are really doing an adequate job of public involvement we are developing partners." (Lay, 1992)

How do partnerships develop? George Lundy puts it simply:

> "There is no magic to partnerships. Treat people and organizations like you want to be treated. Stay within ethical bounds. Needs and opportunities do match up. One's need can translate into an opportunity for another." (Lundy, 1992).

In general partnerships have four "mutuals" (Hanan, 1986):

1. Mutual Objectives: The goal must be the same for both partners. The objective must be clearly defined by both partners. There is potential for a Win-Win situation. The need and the opportunity must fit together.

2. Mutual Strategy: There must be agreement on the role of each partner. Responsibilities, costs, contributions and timelines must be clearly defined. Trust develops from knowing what each partner is doing.

3. Mutual Risk: Is the objective worth the risk of failure? What would happen if the objective was not met? The initiator of the partnership will bear a greater burden, but there is risk to both partners.

4. Mutual Reward: The reward must be worth the risk. The Win-Win scenario may not appear to be equal, but supplemental rewards often abound.

The development of partnerships is further refined to fit the parameters of the Forest Service (Lee, 1992). Forest Service partnerships should also include

1. A formal agreement between the parties.

2. Mutual benefit for non-monetary consideration (no profit motive either present or future).

3. No conflict of interest (or the appearance of conflict of interest).

Lack of knowledge of the authorities through which the Forest Service can enter into partnerships is a primary barrier to establishing partnerships. A partnership as defined by one report of the National Recreation Strategy is "all those who share a common interest with the Forest Service in National Forest values and the relationships they have with the agency in pursuit of their interests...". Most commonly used authorities include volunteer, collection and participating agreements. Challenge Cost-Share agreements and Memorandums of Understanding may also be used. (Lee, 1992).

The determination is made by deciding: "1) which party is performing the tasks; 2) which party is funding the tasks; 3) how the tasks are being performed." "Partnerships all have the same elements. No one should get an edge on money or competition -- it means the job gets done to benefit both parties". (McCluskey, 1992).

From the initial contact with a potential partner through the completion of the project, ethical considerations are vital to the survival of the partnership (Lundy, 1992).

1. Respect Confidentiality: Ask the partner or potential partner if publicity if OK with them. Is it acceptable to involve additional partners?

2. Acknowledge donations: The type of acknowledgement will vary from a letter, phone call, visit, or a plaque, but it must be done promptly.

3. Avoid the appearance of endorsing any product or enterprise: "Appearance" is the key word.

4. Report back to the donor on project success (report any changes or delays.) A phone call, letter with photos or site visit will keep the partner in touch with and interested in the project, if they are not involved with the project on the ground.

5. Discuss disposition of any cost savings: If there is a saving, the partner may be willing to redirect the previously planned expenditure to further development of the project. But don't assume so, ask the partner.

6. Maintain Integrity: If promises are kept, trust is developed; and a sense of honesty is conveyed. There is open candid communication throughout the project.

Dr. Steve Selin conducted a survey to evaluate the impact of the National Recreation Strategy on recreation partnerships and the Forest Service. Results of the survey provided strong evidence that the National Recreation Strategy has had a positive influence on recreation policy and management action in the Forest Service. The Strategy emphasized the importance of partnerships as a preferred way to provide better customer service and expand recreation opportunities on the National Forests (America's Great Outdoors, 1988).

Survey conclusions note that personnel must be made available when responsibilities for partnership development are expanded. Planning and effective communication are required through all phases of a partnership. (Selin, 1991).

Internal Partnership Development

An internal partnership is a move away from traditional responsibility by functional areas to an integrated team concept. This team may be formed to complete a specific project. Or the team may be a group of persons with a shared goal which in this case is making Forest Service opportunities more accessible for all people.

The internal partnership may be formed as part of a project. The Region 9 Integrated Resource Management (1986) concept of Interdisciplinary (ID) team is an example.

In 1987 Region 9 extended the IRM concept through the Team Excellence initiative and focused on the use of cross-functional teams. This Interdisiplinary Team or "ID Team" concept is encouraged in virtually all work. (Shaping the Culture, 1992).

Internal partnerships also develop less formally simply to reach a mutually shared goal, in this case accessibility. The Los Padres NF "A" Team is an example. Formed in 1990 by 8 Forest Service employees, the Team now includes 20 to 24 people who regularly participate. The area of expertise of individuals is not important, their interest and enthusiasm is the criteria for Team membership. However, a cross section of functional areas is represented on the Team (Kunert, 1992).

Dr. Selin views partnerships, whether internal or external, to be a dynamic process of collaboration with five major portions.

1. Antecedents: Forces which lead to collaboration include crisis, legal mandate, common vision,third party broker, a champion and incentives to partners.

2. Problem Setting: Definie the problem, share perception of the importance of the goal and believe the benefits outweigh the costs.

3. Direction Setting: Establish the goals, set the ground rules and organizie the subgroups.

4. Structuring: Formal agreement is signed.

5. Outcomes and Feedback: Collaboration can break down at any stage, so ongoing evaluation is essential,especially when a partnership is developed for a specific project.

With completion of the project and evaluation the partnership returns to the problem-setting stage to begin the next project. (Selin, 1990).

The theories of internal and external partnership development and maintenance are similar in many aspects. Both require mutuality of purpose, risk and reward, are dependent on ethical conduct and are cyclical in nature. The following study examines the application of these components to internal and external Forest Service partnerships, where the purpose of the partnership is to improve accessibility.

METHODOLOGY

In order to increase the development and effectiveness of partnerships for accessibility in Region 9, a review of existing and attempted partnerships was needed. This proposed project was endorsed by the Region 9 Strategy Team member, the Forest Supervisor and Implementation and Strategy Team Leader who supervise my plan of work.

Research Methods

Scope of Survey

To assess existing and attempted partnerships for accessibility, a questionnaire was developed and distributed to 36 Forest Service employees on 32 National Forests. Included were each of the Region 9 Forests and a sampling of Forests in other Regions. Questionnaires were sent to Forests and Districts.

Surveys were completed by District Rangers, Engineers, Foresters, Landscape Architects, Procurement Officers, Information Assistants, Resource Assistants, Outdoor Recreation Assistants, Recreation Technicians, Natural Resource Specialists and Special Emphasis Program Mangers.

Respondents were asked to indicate how strongly they agreed or disagreed with 10 statements based on the "desired conditions" developed by the Commission which evaluated the National Recreation Strategy in 1990. A four-point Likert scale was used to assess the respondents level of agreement. In addition, open-ended questions allowed respondents to describe the development, maintenance and renewal of partnerships for accessibility and to suggest ideas for improving partnerships.

Phone interviews were held with each of the Region 9 respondents and with a sampling of respondents from Forests in other Regions. The interviews provided completion and clarification of open-ended questions.

Survey Response

Of the 36 questionnaires distributed via the Data General system, 34 were returned for a response rate of 87%. 32 Forests are represented in the final sample. In the total sample, 62% were District employees and 38% were Supervisor's Office employees. In the Region 9 portion of the sample 40% were District employees and 60% were Supervisor's Office employees.

.c2.Results

.c3.Partnerships in General:

Table 1 details the total responses to the 10 "desired conditions" statements.

1. Responses to Desired Conditions - Total Sample

Desired Conditions	Mean Score
1. Partnership programs are a high priority on my unit	1.6
2. My unit emphasizes working cooperatively to reach unit goals	1.4
3. My unit emphasizes working with other recreation providers	2.0
4. Regulations and policies make it easier to develop a variety of partnerships	2.6
5. My unit provides the skills necessary to develop a variety of partnerships	2.3
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	1.6
7. My unit has a system for deciding which partnerships are most important	2.6
8. My unit encourages individual initiative	1.7
9. My unit encourages teamwork	1.6
10. My unit encourages communication for the purpose of sharing information	1.9

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)

Agreement or strong agreement was found in all but three areas.

1) 60% did not agree that regulations and policies make the development of partnerships easier. (Condition #4).

2) 49% did not agree that their unit provides the skills necessary to develop a variety of partnerships. (Condition #5).

3) 93 % of the units do not have a system for deciding which partnerships are most important. (Condition #7).

Table 1 is further detailed in Appendix VII.

Table 2. details the responses from Region 9 to the 10 "desired conditions" statements.

Table 2. Responses to Desired Conditions - Region 9

Desired Conditions	Mean Score
1. Partnership programs are a high priority on my unit	1.8
2. My unit emphasizes working cooperatively to reach unit goals	1.5
3. My unit emphasizes working with other recreation providers	2.2
4. Regulations and policies make it easier to develop a variety of partnerships	2.4
5. My unit provides the skills necessary to develop a variety of partnerships	2.6
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	2.0
7. My unit has a system for deciding which partnerships are most important	2.5
8. My unit encourages individual initiative	1.8
9. My unit encourages teamwork	1.7
10. My unit encourages communication for the purpose of sharing information	2.1

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)

Region 9 responses are close to the national mean.

Table 2 is further detailed in Appendix VII.

The mean averages show agreement or strong agreement, both nationally and in Region 9, on the emphasis placed by the unit on partnership development, working cooperatively internally and externally and the encouragement of teamwork. All of these areas are vital to a sound and forward moving working unit.

The importance of unit leadership support was emphasized when two questionnaires were received from two districts on the same Forest. Both districts responded that partnerships were a high priority on their unit. District "1" responded that individual initiative, teamwork and communication were not emphasized on their unit and the unit has no internal partnerships. District "2" responded that all three were strongly emphasized on their unit. District "2" had both internal and external partnerships.

A trend appears when survey responses are analyzed individually . Units which emphasize partnerships, individual initiative, teamwork, and communication have strong internal and external partnerships. However, of the 15 units nationally which cited lack of skills, lack of emphasis working with other recreation providers, lack of emphasis on teamwork, or lack of encouragement of individual initiative and communication, 85% cite that they have external partnerships for accessibility. Follow up interviews indicated those partnerships have developed because accessibility was involved. Accessibility has served as the catalyst for partnership development offsetting the negative emphasis which exists on the unit.

Responses to open-ended questions revealed a variety of strategies used by units and by individuals to encourage the development of partnerships.

Based on the open-ended responses, in order of frequency of reply, the following actions were suggested by the respondents:

Actions Needed to Improve Partnership Development in General

* Time to devote to development and maintenance of partnerships.

* A partnership coordinator on the unit.

* Training in identification and maintenance of partners.

* Shortened time frame for assurance of Challenge Cost-Share funding.

* Better understanding of the grants and agreements process.

* Building relationships prior to partnerships.

* Communicate!

Many respondents felt that management does not recognize the amount of time it takes to develop and to maintain partnerships. At least a portion of a designated individual's plan of work on each unit should be devoted to partnerships. Others advocate a full time partnership coordinator on the Forest level who is involved in all areas of development and maintenance. There is confusion concerning which type of formal agreement is appropriate, depending on the structure of the partnership. Time lags develop while waiting for approvals at various levels of the organization. Also the structure for funding Challenge Cost Share projects often requires placing an energized potential partner on hold for long periods of time while the dollars are developed.

Other comments focused on the maintenance of partnerships, the importance of getting to know your potential partner and not viewing the partner only as a way to get the money or labor to complete the job.

Results

Internal Partnerships

Open-ended questions concerning internal partnerships for accessibility were more specific.

Based on the open-ended responses, the following actions were suggested by the respondents:

Actions Needed to Improve Internal Partnerships for Accessibility

* Publicize the accessibility need, project or program throughout the unit/Forest. Interested persons will make themselves known.

* Identify clearly the objective of the partnership.

* Be patient -- personal commitments and work loads will vary and will influence involvement.

* Listen to concerns, comments and suggestions from all participants.

* Focus on meeting individual needs as well as the goal of the partnership.

* Be a team member, be willing to share leadership.

Respondents shared descriptions of their internal partnerships. There were outstanding examples of accessibility cutting across functional boundaries. Strong emphasis placed by the unit leadership on individual initiative, teamwork and communication was a common thread in the many successful internal partnerships.

Many expressed the need to invite participation by everyone who is interested in accessibility while bearing in mind that individuals participate with a variety of expectations. Examples of legitimate individuals' needs were to gain satisfaction from their accomplishments, to improve the accessibility of the Forest, or to enhance their career.

A number of Forests incorporate accessibility into the unit's internal structure. Accessibility concerns and needs are incorporated into the Interdisciplinary (ID) Team process. Others include accessibility needs in the NEPA process.
Each Region 9 Forest has a Forest Access Coordinator and most have Access Team members on each District. This structure maintains the flow of information and training from the Regional Program Leader/Coordinator and provides visibility throughout the Forest which encourages participation by all interested personnel.

To facilitate Forest-wide teams, many Region 9 Forest Access Coordinators have presented accessibility information sessions to the personnel of the Supervisor's Office and to each district. In discussion personnel commonly share personal knowledge of family or friends who would benefit from improved access. This personalization of disability may increase interest and involvement in programs and projects which will provide increased accessibility for all people.

Region 9 Accessibility Awareness Workshops involving persons with disabilities from the local community and Forest Service personnel have served as a catalyst for internal partnerships on a number of Forests. A cross section of Forest disciplines is represented in the day-long session on the Forest. Forest Service personnel recognize the cross functional nature of accessibility while discussing sites with their fellow workshop participants. The impact of interaction with persons with disabilities at Forest Service sites leaves a strong impression on Forest Service personnel and engenders their commitment, which serves as the basis for an internal partnership for accessibility.

Several respondents cautioned that internal partners once they are identified, need to be kept informed. Follow-up is especially important between projects so that interest is maintained. Recognition of participants, a column in the Forest newsletter, posted photos of completed projects and interim planning or training sessions are important.

Internal partnerships which were not as successful were also noted. The most common barrier was "turf" protection. Respondents cited a failure to communicate between disciplines for example "Recreation and engineering don't talk to each other." Not surprisingly these same Forests reported a lack of emphasis on communication.

However, on several Forests, accessibility has served as the vehicle to foster the beginnings of an integrated team concept. In one example, the head of engineering had a family member with a disability and was enthusiastic when accessibility arose as an issue. As a result , engineering volunteered to work with the landscape architect and individuals from other disciplines to form a team. The sharing has evolved into solid teamwork which has strong support from the Forest's Leadership Team.

A few respondents outside Region 9 shared concern that their region did not have a Regional Accessibility Program Manager or Coordinator. Though their regional office has helped to spread the word of the Forests which have had successes, the respondents said their Forest does not have coordination with other Forests within their Region. Regional level coordination of information, training and support is needed in each Region.

Strong Leadership Team support was frequently cited as a critical element for any partnership development, internal or external.

Results

External Partnerships

Open-ended questions concerning external partnerships for accessibility were more specific.

Based on the open-ended responses, the following actions were suggested by the respondents:

Actions Needed to Improve External Partnershipsfor Accessibility

* Be willing / able to commit time to the partnership.
* Get to know potential partner - their interests, needs and potential.
* Be sure project is a Win-Win endeavor for the partner and the Forest Service
* Share long term project/program goals with partner.

* Have a mutual clear understanding of the goal, objectives, standards, timelines, responsibilities, individual contact and leadership roles.

* Keep time frames as short as possible. Complete NEPA, design andoperation plans before entering partnership.

* Use formal written agreement documents.

* Participate on the project site with volunteer partners.

* Communicate on a regular basis during and between projects.

* Provide recognition for partners.

Respondents shared experiences with their external partnerships. Fishing piers, campgrounds, restrooms, trails and more have been made accessible through partnerships with individuals, organizations and other agencies.

Time required to develop and maintain partnerships was emphasized by many respondents. The most successful partnerships are requiring from 15% to 50% of a Forest Service employees time. Repeatedly respondents highlighted that leadership must understand that time must be invested to gain the benefits of partnerships. Personnel who are energized to work with partners need all or a portion of their plan of work dedicated to partnership development and maintenance.

Development of partners ranges from an idea over dinner with a friend to formal workshop settings. One Forest began work with one service organization partner and a committee representing the community. Each committee member brought in another organization and the partnership now includes 100+ organizations and individuals.

The Region 9 Access Awareness Workshop format was credited by many Forests with bridging the awkwardness felt by some Forest Service personnel when interacting with persons with disabilities. Once comfort was established, the Forest Service personnel and the persons with disabilities were able to focus on their common interest in various Forest Service opportunities. Relationships were established which became partnerships for the Access Evaluation Survey, which is mandated by 7 CFR 15e, and for other projects.

A few respondents commented that they anticipate the Transition Plans, which will result from the completed Access Evaluation Survey, to be solid partnership packages. The projects identified in the Plans will have been

evaluated and will have leadership support. These projects will be ready to move forward when an appropriate partner is identified.

Several Region 9 respondents felt the training and partnerships developed for the Access Evaluation Survey have served as a catalyst for additional internal and external partnerships.

Partnerships with other agencies and organizations have developed from a recognized common interest in accessibility to outdoor recreation.

The importance of clear understandings, written agreements, making the project a Win-Win situation and NEPA work done before a partnership begins emerged as important in the descriptions of the less than successful partnerships.

For instance a unit entered into an agreement with a private individual to build an equestrian campground. When the partner made changes to the plans which made the facilities inaccessible, the Forest Service had to stop construction. The lack of a mutual understanding of goals, through a written agreement, has stalled the project for two years.

A number of respondents noted the need for a written agreement to clarify the project goals and expectations of each party. Through the agreement timelines and leadership positions are clarified in writing and the specifics of the agreement are expanded as the project develops.

Most respondents highlighted the need for a clear and timely process for agreement development and partnership approval. On some Forests the approval of partnerships is a long process which moves through a series of approvals by committees. A more efficient process closer to the unit involved with the partnership would allow for more timely development.

The need for more training and/or an agreements specialist on each unit was also highlighted as a means for expediting the process. For example, a partnership with a local horse group to build and maintain a horse campground was not formed because no one could determine the appropriate legal authority to use for the potential partnership. The search took so long the potential partner lost interest in working with the Forest Service.

Potential partners may also be lost due to other timing difficulties. For example, partners were developed for an accessible fishing pier before the NEPA and design requirements were completed which caused long delays. Consequently problems developed meeting the partners timeline expectations and the development of the overall costs for the project.

Several respondents explained that some early partnerships were not renewed because the partner's goals were not considered. An example of a possible reason was illustrated by a respondent. At a volunteer trail maintenance workshop a Forest Service staff member introduced himself and stated he was there because his unit was applying for Challenge Cost-Share funding for a project and he needed to find some partners to get the funding. The statement certainly did not represent Forest Service interest in the goals of a potential partner. The respondent emphasized a partnership should be based on what the partner can provide to the project and what the Forest Service can give back to the partner in return, in other words a Win-Win situation..

Respondents explained that there is a lot of interest and concern for accessibility. Many people have a friend or a family member with a disability and they want to help to provide more opportunities. Accessibility is a focus of a number of service organizations such as the Lions Club, Telephone Pioneers and Veterans organizations. The sense of universal accessibility appeals to many people, because we are all getting older.

With the annoucement that the Forest Service was building an accessible pier, strong enthusiastic support came from unexpected sources. One volunteer summarized the attitude of many: "The reason I'm working on this is because you never know when it might happen to me or my family and I like to see everyone able to enjoy these opportunities together." Accessibility was considered to be a catalyst to the partnership development.

There was strong agreement that communication is essential in the maintenance of partnerships. One Forest, where a portion of the responsibilities of the Information Assistant is partnerships, produces a bi-monthly multipage newsletter titled "Partners for Accessibility" to keep all partners informed.

Respondents offered many suggestions for communication:

1. Send the Forest newsletter to all partners with a column dedicated to accessibility.

2. During projects keep in touch with partners through site visits, working together on the projects, phone calls, letters, photos.

3. Between projects be willing to participate with localorganizations work on their projects with other organizations and stay in touch to maintain continuity.

Recognition was also stressed by a number of respondents as important:

1. Arrange a dedication ceremony, a plaque at the site, newspaper coverage.

2. Take a photo of the volunteers at the end of each work day. Share the photos, video etc. at a pot-luck celebration at the completion of the project.

3. Recognize the name of every contributor (including Forest Service) who gave $25 or more to the project in cash or materials or 3 hours of volunteer labor on the large sign at the accessible recreation area.

All agreed that, whatever the partnership, recognition is essential.

During interviews respondents were asked if the external partnership would have developed if accessibility had not been the focus of the project. The reply was unanimous that it would not. Again highlighting accessibility as a catalyst for partnership development.

DISCUSSION

Results suggest that accessibility does make a difference in the formation of partnerships, by adding the energizing element of a shared goal to which individuals have a personal commitment. Existing partnerships for accessibility highlight the common elements in the successes and difficulties of internal and external partnerships.

Internal Partnerships

Respondents shared numerous successful existing internal partnerships. It would be difficult to select one or two programs as the most outstanding, so I share a model developed from portions of many of the partnerships described

Build a support system with the Regional Accessibility Program Manager or Coordinator and other access coordinators.

Learn about accessibility, the Forest Service's and the unit's goals for accessibility.

The most successful internal partnerships began with a person who believed that accessibility was important and who extended an open invitation to all personnel interested in working to improve accessibility. Invite "even those who you think would never be interested ..... you will be surprised .... accessibility is important to many people".

Communicate! Listen! Learn about each person's interest. Hold a meeting. Talk about the Forest Service's and the unit's goals for accessibility. Build understanding through a workshop, on the Forest, which includes persons with disabilities from the local area.

Form an "Access Team" of interested persons. Keep membership to the Team open.

Keep partners informed. Update project information and share the progress with everyone through frequent DG updates, photo displays, presentations and the Forest newsletter.

Participate with the unit's Team in area and regional accessibility training sessions. Share the information with any Team members who are unable to attend.

Share leadership through Interdisciplinary Teams, project leadership, or more formal chairmanship rotation. There must be a lead person on each project.

Recognize an individual's participation in projects: Take photos while the project is underway. Hold a dedication ceremony, invite the public and the press and recognize the above-and-beyond-the-job work by individuals. Share the recognition with the rest of the Forest through the Forest newsletter. Present certificates or other identifying mementos to Access Team members and/or to project participants. Send a DG message to the participant's supervisors.

The most successful internal partnerships have the active support of the unit leadership. In a few cases that support has come after the Team successfully completed projects. In all cases it is clear that an environment which encourages individual initiative, teamwork and communication is vital for solid internal partnerships to form .

An encouraging environment is more than written policy. Turf protection remains a problem where the leadership continues to support functional specialization. Unit leadership must model the desired outcome by recognizing individual initiative, working as part of the team, rewarding teamwork and encouraging and participating in open communication without negative recourse.

Accessibility has the potential to break down functional barriers, because access is not a separate program. It is part of all projects and programs. Engineering, recreation, public affairs and personnel have the need to incorporate accessibility and need the assistance of others to meet their goals. The results of sharing expertise for accessibility are positive working relationships and increased productivity, which reach far beyond the issue of accessibility.

Recommendation:

The following recommendation has proven to be the key element for action by unit leadership in the development of successful internal partnerships for accessibility.

1. Leadership Commitment to: improved accessibility, encouraging individual initiative, teamwork and communication.

Responses to the survey concerning existing and attempted partnerships for accessibility have lead to the following guidelines:

Guidelines for Development of Effective Internal Partnerships for Accessibility:

1. Invite all persons interested in improving accessibility to participate.
2. Communicate-- listen, share information, stay visible.
3. Be patient-- personal commitments and work loads will vary and will influence involvement.
4. Share leadership-- use a team approach with rotation of team leader.
5. Recognize efforts of the team-- publicize, share photos.
6. Renew the partnership.

External Partnerships

Many successful external partnerships were also shared by respondents. Again it would be difficult to select one or two programs as the most outstanding, so I share a model developed from portions the partnerships described.

Assign partnership development as a portion of the plan of work for an individual enthusiastic about partnerships and accessibility. Complete training in grants and agreements and/or identify the grants and agreements specialist on the unit as a resource partner. All personnel receive basic training in partnership development.

Complete NEPA, design and operation plans on defined projects. These projects become ready-to-go packages when a partnership is identified. Design projects to be completed in segments which allow partnerships, volunteers and force account crews opportunities to work on separate portions to complete a large project. The projects are ready to move when an energized partner is identified.

Market the potential for partnerships with the Forest Service on an ongoing basis. Clearly define goals and objectives of the unit and the accessibility program. Utilize Forest Service personnel who are well known in the community and who know the community well. They can help identify individuals and organizations with similar goals. A family of marketing

products for partnerships for accessibility is being produced by the Washington Office in support of the Forests.

Contact organizations which work with people with disabilities. Hold Accessibility Awareness Workshops on the Forest which include Forest Service personnel and persons with disabilities from the local area. Involve persons with disabilities in the Access Evaluation Survey and as partners in the planning and development of facilities.

Identify potential partners who are interested in accessibility and outdoor recreation. Begin communication and explore interests, needs and shared goals. Take time to get to know the potential partner before specific projects are discussed.

A Win-Win scenario is identified which meets the goals of both parties, which neither could complete alone, where there is no conflict of interest. Then discussion begins on the appropriateness of a partnership. Is the potential partner willing to include other partners in the project? Is publicity acceptable to the potential partner?

Hold frequent meetings and define specific goals, objectives, standards, timelines, responsibilities, contact persons and leadership roles. Complete and sign a written agreement which clearly defines expectations. A written agreement is essential whether the partnership is with an individual for trail maintenance under a Volunteer Agreement or a Challenge Cost-Share Agreement involving many thousands of dollars. The agreement insures there will be no unwanted surprises as the project develops and the goals of each partner will be met.

If the partners are involved in work at the site, participate with them at the site. Actions speak loudly. Take a photo of the participants at the end of each workday, because the photo helps to build a sense of a team. If the partner is furnishing funds and is not on the site, keep the partner informed as the project develops. Put a note on the calendar to update the partner through a visit, phone call, letter, pictures, etc. Treat the partner as you would want to be treated.

Celebrate the completion of the project. Discuss the plans with the partner. What is appropriate? Perhaps a ribbon cutting ceremony with the public and press is desirable. Whether the project result is new or a rehabilitation of a site, let the public know. A plaque at the site listing donors and participants is a permanent and public reminder of the partnership. Share the pictures taken during the project through displays, media, etc. A cook-out or pot-luck with the volunteers at the close of a project provides an opportunity to share pictures, stories and a sense of completion.

Maintain the partnership. Keep partners informed between projects through the Forest newsletter with an accessibility column or through a separate accessibility newsletter. Serve actively on committees with organization partners. Work on the partner's other projects.

A major concern voiced by respondents was the need for strong unit leadership commitment. Partnerships take time to develop and to maintain. Unit leadership must recognize the benefits of partnerships and foster their development by providing time through the plan of work for the interested individual(s) to focus on this priority.

Training is needed in the development and maintenance of partnerships including identification of potential partners, understanding of the agreements process and following up with partners.

Recommendations:

The following recommendations have proven to be the key elements for action by unit leadership in the development of successful external partnerships for accessibility.

1. Provide unit personnel interested in partnership development designated time through their plan of work to develop and maintain partnerships.

2. Provide training in partnership develoment techniques including:
   - For all employees:
     Preliminary information in the identification of potential partners.
   - For at least one interested person per unit detailed training in:
     Partnership development and maintenance
     Agreements to facilitate partnerships.

3. Involve persons with disabilities in the evaluation, planning and development of projects.

Responses to the survey have lead to the following:

Guidelines for Development of Effective External Partnerships for Accessibility:

1. Market the potential for partnerships for accessibility.

2. Identify potential partners who are interested in accessibility and outdoor recreation.

3. Establish a relationship with the potential partner.

4. Explore possibilities -- are there shared goals, a state of participation or sharing, voluntary participation, non-monetary mutual benefit and demonstrated need for both Forest Service and the public.

5. When common ground is found look for opportunities which can provide a "Win-Win" result.

6. Make the specifics of the partnership clear and equitable: expectations, costs, timelines, leadership roles.

7. Use a formal written agreement to ensure clarity and legality.

8. Be ethical in fact and appearance.

9. Treat the partner as you would want to be treated.

10. Keep in close communication.

11. Recognize all involved at the completion of the project.

12. Maintain contact between active partnerships

SUMMARY

Accessibility is an energizing element to which individuals have a personal commitment. Accessibility is a catalyst in the development of partnerships. With full commitment from unit leadership and adequate allocation of resources including time and training, partnerships for accessibility can make a positive difference for the Forest Service.

Combining accessibility with solid partnership development techniques can result in strong partnerships for accessibility. These partnerships will strengthen Forest Service teamwork internally. Externally partnerships for accessibility will provide increased positive public involvement and, despite limited budgets, improved customer service through universal access to a full range of Forest Service opportunities for ALL people.

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PERSONAL INTERVIEWS

Interviews were conducted with the following individuals to gain additional information, or to complete, clarify and probe survey responses. * Indicates the individual also completed a survey questionnaire.

Black, Ann, Staff Assistant, Greytowers National Historic Monument.

* Boersma, Gloria, Agreements Specialist, Huron-Manistee National Forest.

* Briggs, Cathy, Landscape Architect, Wayne National Forest.

Doyle, Ruth, National Accessibility Assistant, Washington Office.

* Dunworth, Leigh Anne, Landscape Architect, Chippewa National Forest.

Durham, Otis L., Implementation Team Leader, White Mountain National Forest.

* England, Kristine, District Ranger, Ozark National Forest.

* Farrell, James, Assistant District Ranger, Mark Twain National Forest.

Frayer, Chuck, Access Coordinator, Region Six.

* Hakari, Roger, District Ranger, Ottawa National Forest.

* Johnson, David, Landscape Architect, Shawnee National Forest.

Kacprzynski, Fred, Recreation Specialist, White Mountain National Forest.

Kermeen, Brian, Landscape Architect, Stanislaus National Forest.

* Kerr, William, Landscape Architect, Monongahela National Forest.

* Kokx, Tom, Landscape Architect, White Mountain National Forest.

* Kunert, Ken, Landscape Architect, Los Padres National Forest.

Lee, Douglas, Branch Chief, Procurement Activity, Procurement and Property Staff, Forest Service, Washington Staff.

* Loesch, Barbara, Recreation Assistant, Nicolet National Forest.

Lundy, George, New Forest Partnership Coordinator, Region Nine.

PERSONAL INTERVIEWS continued.

* Marks, Donna, Landscape Architect, Green Mountain National Forest.

McCluskey, Janet, Assistant Contract Specialist, Washington Office.

* Moubry Sutter, Julie, Landscape Architect, Hiawatha National Forest.

* Oliver, Diane, Outdoor Recreation Assistant, Mark Twain National Forest.

* Nobert, John, Outdoor Recreation Assistant, Mark Twain National Forest.

* Reeds, Susan, Landscape Architect, Chequamegon National Forest.

Selin, Dr. Steven, Professor, Division of Forestry, West Virginia University.

* Shinnell, Lynn, Information Specialist, Randle Ranger District, Gifford Pinchot National Forest.

Troyer, Rodney, Grants and Agreements Specialist, Region Nine.

* Tucci, David, Recreation Specialist, Superior National Forest.

Weingardt, Bernie, Recreation Staff, Forest Service Washington Office.

* Weston, Phillip, Outdoor Recreation Assistant, Mark Twain National Forest.

* Wittak, Jay, Forester, Ottawa National Forest.

SURVEY RESPONDENTS

Survey questionnaires were also completed by the following individuals:

Adams, Nancy, Landscape Architect, National Forests of Texas.

Bailey, Steve, Developed Recreation Sites Supervisor, Stanislaus National Forest.

Bergfeld, Mike, Ashley National Forest.

Connelly, Erin, Assistant Recreation Officer, Lincoln National Forest.

Fitzgerald, Ted, Forest Engineer, Fishlake National Forest.

SURVEY RESPONDENTS continued

French, Lewis, District Assistant-Recreation, Lands and Minerals Uncompahgre National Forest.

Haddox, Jack, Natural Resource Specialist, Targhee National Forest.

Halstrom, Nancy, Resource Assistant for Recreation Lands and Engineering, Gallatin National Forest.

Harkenrider, Dan, District Ranger, Mt. Baker-Snoqualmie National Forest.

Herbster, Ron, Resource Assistant, Talladega National Forest.

Larsen, Robert, Interpreter and Accessibility Coordinator, Mt. St. Helens Visitors Center, Gifford Pinchot National Forest.

Thompson, Jamie, Lands and Minerals Technician and Program Manager for Persons with Disabilities, Black Hills, National Forest.

APPENDIX I

SURVEY INSTRUMENT

PARTNERSHIPS FOR ACCESSIBILITY

SURVEY

There is a need to integrate the consideration of accessibility into all projects and programs, in order to provide a full range of opportunities for all people. This issue encompasses achieving full commitment and adequate allocation of resources.

The development of internal partnerships, within units, between recreation, employment, engineering, contracting, procurement, public information, outreach and customer service is essential. Internal partnerships may also be formed between units (Districts, Forests, etc.)

External partnerships are also essential. For example partnerships with service organizations, Independent Living Centers or other nonprofit organizations. Accessibility provides an area with strong potential for mutual advantage in shared expertise and opportunities for joint project development.

Section 1: Partnerships in **General** -- on your unit

Questions in this section deal with all partnerships on your unit - not limited to those formed for accessibility.

For each question in Section 1, indicate whether you strongly disagree (SD), disagree (D), agree (A), strongly agree (SA), or don't know (DK). Type the appropriate letter on the line following the statement.

SD D A SA DK ____ Partnership programs are a high priority on my unit.

SD D A SA DK ____ My unit emphasizes working cooperatively to reach unit goals.

SD D A SA DK ____ My unit emphasizes working with other recreation providers (state, city, etc.).

SD D A SA DK ____ Regulations and policies make it easier to develop a variety of partnerships.

SD D A SA DK ____ My unit provides the skills necessary to develop a variety of partnerships.

SD D A SA DK ____ My unit emphasizes using partnerships to provide recreational opportunities.

SD D A SA DK ____ My unit has a system for deciding which partnerships are most important.

SD D A SA DK ____ My unit encourages individual initiative.

SD D A SA DK ____ My unit encourages teamwork.

SD D A SA DK ____ My unit encourages communication for the purpose of sharing information.

Please list two actions which would improve partnership development in general.

(1)_____

(2)_____

Section 2: INTERNAL Partnerships for Accessibility on your unit

Internal partnerships = partnerships between sections (recreation, engineering, personnel, public affairs, etc. Or partnerships between districts or Forests. This section deal ONLY with partnerships for the purpose of accessibility.

Use a separate copy of this section of the survey for each accessibility project conducted through an internal partnership.

1. Briefly describe an effective internal partnership on your unit - which was formed for the purpose of accessibility. (If none enter N/A on the next line and go to Section 3).

_____

_____

_____

2. Why was this partnership formed?

_____

3. How was the goal defined?

_____

4. How was the partnership organized?

_____

5. Was this partnerships formally established through a written agreement?

Yes _____ No _____

6. If the partnership was formed to complete a specific project, was the project evaluated upon completion? (If no specific project check N/A)

Yes _____ No _____(go to 8.) N/A _____ (go to 8.)

7. Briefly summarize the findings of the evaluation.

_____

_____

8. Is the partnership continuing? Yes _____ No _____

9. Briefly describe an example of an internal partnership effort for accessibility that did NOT meet your expectations.

_____

_____

10. If you were writing a handbook for developing effective internal partnerships for accessibility, what two "rules of thumb" would you include?

(1)_____

(2)_____

Section 3: **EXTERNAL** Partnerships for **Accessibility** on your unit.

External partnerships = partnerships between a Forest Service unit (District, Forest or Region) and a non Forest Service entity. For example (but not limited to) a service organization, Independent Living Center, or other nonprofit organization. This section deals ONLY with partnerships for the purpose of accessibility.

Use a separate copy of this section of the survey for each accessibility project conducted through an external partnership.

1. Briefly describe an effective external partnership on your unit - which was formed for the purpose of accessibility.

_____

(Continue brief description of effective external partnership)

_____

_____

2. Why was this partnership formed?

_____

3. How was the goal defined?

_____

4. How was the partnership organized?

_____

5. Was this partnerships formally established through a written agreement?

Yes _____ No _____

6. If the partnership was formed to complete a specific project, was the project evaluated upon completion? (If no specific project check N/A)

Yes _____ No _____(go to 8.) N/A _____ (go to 8.)

7. Briefly summarize the findings of the evaluation.

_____

_____

8. Is the partnership continuing? Yes _____ No _____

9. Briefly describe an example of an external partnership effort for accessibility that did NOT meet your expectations.

_____

_____

10. If you were writing a handbook for developing effective external partnerships for accessibility, what two "rules of thumb" would you include?

(1)_____

_____

(2)_____

_____

Section 4: Additional Information

1. What is your organizational level? (mark one)

_____ a. District

_____ b. S.O.

_____ c. R.O.

2. Your phone number _____

3. Your mailing address (to receive a copy of the final report)

_____

_____

_____

PLEASE return complete survey **by November 21, 1992**

Please DG to J.Zeller R09F22A

Thank you VERY MUCH for your valuable input!

APPENDIX II

RECOMMENDATIONS

FROM SURVEY RESPONDENTS

RECOMMENDATIONS From SURVEY RESPONDENTS

I. Actions which would improve partnership development in general:

"Recognition of the benefits as well as the time requirements."

"Have a partnership coordinator who could facilitate outside contacts"

"Provide funding for partnership coordinators, because the care and feeding of partnerships takes a great deal of time in order to be successful."

"Recognition by upper levels of management of the amount of time it takes to develop and maintain partnerships."

"Recognition and commitment of Administration/Supervision of program: Partnerships are relationships and must be worked at to be successful. It is not just a shot in the pan get out of them what you want and forget them. That kind of partnership will not improve our image or result in long term positive relationships. These things take time to develop and consistent hard work to maintain. The funding and commitment of time now placed on partnerships is not enough to really make it work in the long term. We tend to think we are getting something for nothing."

"Train people in how to find, develop and implement quality partnerships."

"Developing a list of potential partners."

"Training in how to work with partners for maximum result and benefit."

"Having the time to seek out partnerships and to work with partners."

"Delegated authority to enter into partnerships on the district level."

"Clearer direction on partnership rules & regulations."

"Simplifying the MOU/MOA format. We worry too much about liability / responsibilities / obligating not-yet-appropriated federal money. It is unnecessarily complicated and discouraging for many potential cost-share partners and reinforces their view of us as a purely bureaucratic entity."

"Funding available when needed instead of prolonged waiting periods."

"Making transfer of dollars and funding easier to deal with BWT partners."

"Better communication of the partnerships of others and sharing information. "

"Keeping in touch with your surrounding community (whether it is internal or external)."

Remembering the importance of listening in communication."

"Building relationships prior to partnerships and early development of shared goals with partners."

"Having the topic of partnerships as a regular agenda item at the Management Team meetings."

"Encourage individual efforts by those most interested in partnerships."

"A Forest marketing plan."

"Publicize specific partnership opportunities, such as remodeling cabins, building a pavilion, building bird houses, etc."

"A timely , dependable, even keeled budget."

"Knowing our funding so that we can make commitments to our partners far enough in advance to meet their time frames and being able to follow through with our commitments."

"More $$$ available for Challenge Cost-share opportunities."

"Good project foresight, concept and design."

"Short turnaround time for funding - shows our need & interest."

"These are awfully big - remove egos and money from the equation."

II. Actions which would improve internal partnership development:

"Involve everybody, expand your horizons to even those who you think would never be interested . . . . . Communicate . . . . You'd be surprised!"

"Ask people if they are interested. You never know until you ask. There are many people that are very willing to help and want to learn more about accessibility."

"I like the flexibility to invite anyone interested to participate and give input to any project."

"All persons interested have valuable knowledge and information to give."

" Members of the partnership must have a personal interest in accessibility. No one should be arbitrarily appointed or assigned."

"Develop a team with interested as well as responsible/skilled people rather than specific positions or unit representatives, or grade levels."

"Involve people who are committed to accessibility. Stress that everyone has an important part."

"Members of the partnership must be free thinkers, unafraid to be assertive advocates (in a positive/understanding way) often in the face of ignorance, indifference and occasional outright obstruction within the agency."

"Get wide publicity about your need. You never know where help will come from. There will be no lack of enthusiasm."

"Build a base of support and interested persons."

"High visibility so so everyone knows the value of partnership."

"Objective of partnership needs to be identified up front and understood by everyone involved."

"Find out what the common thread is that gives each partner a share and some ownership in the project so that they will see the merit and value of working together."

"Spend time establishing a relationship. Focus on meeting individual needs."

"Team work is the key. It may take a little longer to coordinate the partnership but the accomplishment will be greater and more fulfilling."

"Convince upper management to place the "proper" kind of pressure on the units to move in the direction of internal partnerships. Change is the only constant."

"Strong leadership."

"Maintain good communication between all parties concerned during the term of a project."

"Continual information sharing by all members with all other members of the partnership."

"Communication . . . . keep people involved and up-to-date. everyone from the folks doing the ground breaking, all the way to the district ranger."
"I can not stress enough the value of listening in any type of teamwork."

"Have lots of time to work on it, be dedicated and don't expect a quick fix!"

"Be patient."

III. Actions which would improve external partnership development:

"Partnerships take a great deal of time. and they continue to take time after the partnership is established. If you quit giving them time, you're going to lose your partners."

"The time it takes to nurture partnerships is worth every minute. not only does work get accomplished that otherwise wouldn't, it also gives people a sense of ownership . . . this tends to reduce vandalism and helps create a feeling of pride."

Spend time establishing a relationship. Focus on meeting individual needs."

"Find out what the potential partners interests are . . . Make sure their interests are met as much as possible. Don't expect their interests to be the same as yours."

"Get to know your partners - develop a good rapport."

"Be flexible and understand people's needs before going ahead!!"

"Identify tangible benefits for the partners which add to their prestige or self-worth. Don't expect something for nothing."

"Have it a Win - Win."

"Utilize the people on your staff who are well known in the community and who are community service oriented. They will draw volunteers to them like a magnet."

"Get the word out through the local grapevine at the earliest possible time. People are eager to participate for accessibility if they are informed."

"Keep time frames from start to finish as short as possible to help keep partnership interest at it's peak for as long as possible. This is possible is the

NEPA, design and operation is well planned out and completed before execution begins."

"Approach a partner with a firm developed project in mind and not just an idea. If an idea is all you can start from, then make sure the partners understand the work involved and how fast you can participate or move it along. (Gov't never develops anything simply!)"

"Establish agreed upon goals and objectives for the partnership early in the process so all partners have a common understanding of desired results."

"Let all those involved in the partnership know the long range goals and the over-all project completion goals. Let them know they are doing something lasting and of good for all forest customers."

"Gain full understanding of the partners potential and enthusiasm. they probably have more to offer than we may fully realize."

"Involve (the partner) in the planning and alternative development stages. Keep them informed and look for ways to give them recognition as often as is appropriate."

"Be sure all are in agreement on the realities of the time involved and the degree of work involved."

"In most cases use a formal written agreement."

"Get commitment from both parties or multiple parties verbal and in writing."

"Be sure that the partner is making realistic, do-able commitments and has the firm support of his/her organization for a defined period of time."

"Beware of changes in organizational leadership of your partner. they may lose interest in your project."

"Get rough agreement on paper and into the hands of whoever is doing the field coordination. Then fine tune and name names a little later."

"Be clear about who's in charge and who does what."
"Involvement on a regular basis is needed."

"Be willing to give up control of what volunteers or partners do. Give them some leeway and support their efforts by supplying materials and other goods that they need to do the work."

"Be flexible where possible but make things that can not be tampered with clear from the outset. Standards are important, time frames are not usually as important."

"We need to understand that the people might not have the expertise to do a professional job. Realize that if a partner provides labor they will need some training, safety orientation, safety equipment and supervision."

"Be sure and actually go out and participate with the group during the project."

"Have one contact with the external group who will be responsible for organizing and speaking for that group."

"Communicate. . . . Keep the interest level up while the project runs the planning hurdles. Maintain the relationships . . Get to know those folks . . Get personal, spend time with them . . .It'll pay off with a lasting relationship."

"Meet often, face-to-face."

"Effective communication is a key - so all partners know goals, timing, responsibilities and are rewarded when project is done."

"Keep communication lines open through frequent contact --- don't let several months pass without contacting volunteers. Use a newsletter, memo

or such to maintain contact. Or determine FS liasons and divide volunteers up between them and have schedule for personal contacts."

"Keep partners informed through the Forest newsletter or other media, so they know what's going on on the Forest; not only for access issues but for all issues."

"Have short-term specific projects that show results and benefits to partners."

"Provide for recognition with a ceremony plaque (on site) newspaper coverage, etc."

APPENDIX III

POTENTIAL PARTNERS FOR ACCESSIBILITY

Potential External Partners for Accessibility

Outreach to potential external partners for accessibility is an ongoing project for the internal partnership for accessibility. This outreach involves information sharing be employees with there family, friends and the community at large.

As this survey and paper have demonstrated accessibility is a catalyst for partnership development. But first the public needs to know the position and plans of the Forest Service and the local Forest specifically. The mandated (7 CFR 15e) Access Evaluation Survey provides an immediate opportunity to share this information and build interest in the community.

The CFR requires the participation of persons with disabilities on the Survey. The involvement makes good sense.

As the Forest Service works to make facilities, programs and services accessible to all people, we need the perspective of persons with disabilities who are interested in outdoor recreation. How does a Forest identify persons with disabilities who are interested in working on the Survey with the Forest?

And how is a working relationship developed? As with any relationship, these new partners will need some background information and a chance to experience working with the Forest Service.

In Region 9 we have held Accessibility Awareness Workshops to provide Forest Service personnel and persons with disabilities an opportunity to interact while becoming aware of the potential for accessible outdoor recreation.

Persons with disabilities who are interested in outdoor recreation can be identified:

1. Through family and friends -- try a Forest wide announcement on the DG:

> (example)
> The _____ National Forest is working to make our facilities, programs and services accessible for all people. We are looking for persons with disabilities, who are interested in outdoor recreation, to serve as volunteers on our Accessibility Advisory Team. If you know of someone who has a mobility, visual or hearing impairment or a developmental disability and who may be interested in serving on this Team, please contact _____.

2. Through specialists -- contact:

* Therapeutic Recreation Department at the Rehabilitation Unit in hospitals.
* Out patient rehabilitation department in Veterans Administration or community hospitals.
* Rehabilitation hospitals.

Explain your need as summarized above.

3. Through organizations-- contact:

* Independent Living Centers (ILC)
  Check the phone book.
  National directory of ILCs is available from:
  ILRU, 2323 S. Sheperd, Suite 1000, Houston, TX 77019
  (713) 520-0232

* State Association for the Blind.

* State Association for the Deaf

* Self Help for Hard of Hearing,Inc.

4. Governor's Commission on Disabilities
(there is one in each state) may also be a source of information on appropriate contact agencies in your area.

5. Personal contact, with the individuals identified by the agency, is important:

(example)
A phone call explaining that the _____ Nation Forest is working to make our facilities, programs and services accessible for all people. We have the standards for access design, but we also need the perspective of people who have disabilities. So we are looking for persons with disabilities, who are interested in outdoor recreation, to serve as volunteers on our Accessibility Advisory Team.

We will be holding an Accessibility Awareness Workshop. This is a training workshop for access evaluation. It would be a good chance for you to see if you would be interested in being part of the Accessibility Team. There will be a number of other people who have disabilities also attending the workshop.

The Workshop will be held on _____ at_____ from _____ to_____. We can reimburse you for your mileage at 24 cents per mile and for the cost of your lunch.

This information is followed by a letter, 2 weeks before the workshop, and a call one week before the session.

The workshop is important to create a comfortable working relationship between Forest Service personnel and persons with disabilities. It is also an effective way to clarify the importance of accessibility to the District folks.

But the workshop is only the beginning. As with any relationship individuals must see value in their participation. Involve these new partners in field evaluation, transition team meetings, etc. Follow up calls and information are also important. As well as recognition of their valuable contribution to project development and completion.

Market the potential for partnerships for accessibility. The general public is not aware that the Forest Service is interested in forming partnerships. A common assumption is that the Federal government has the money and man power to complete any project selected.

* Invite the press to the Access Awareness Workshop.

* Follow up with press contacts as accessible areas are identified - spread the word about what is already accessible.
  As Survey transition plans finalize, share areas where improved accessibility is a priority.

* Invite the media to work days, dedication programs, recognition programs, etc.

* A family of marketing products for partnerships for accessibility is being produced by the Washington Office highlighting the Forest Service leadership in accessible outdoor recreation and opportunities for partnerships. Utilize this resource.

* Organization newsletters will share the information that the Forest is involved in accessibility

Identify potential partners who are interested in accessibility and outdoor recreation.

* Establish a relationship with the potential partner.

* Remember solid partnerships take time to develop. Refer to the Guidelines for Development of Effective External Partnerships on page 40 of the paper.

* Accessibility is the focus of number of service organizations:

  Lions Club - emphasizes projects to assist persons with visual impairments.

  Telephone Pioneers of America - TPA and Forest Service have national Memorandum of Understanding.

  Local sportsmans groups are often interested in projects which include accessibility

  Veterans organizations.

Accessibility Awareness Workshop information packets are available from: Janet Zeller, R-9 Regional Accessibility Program Leader. Phone (603) 528-8721 DG= J.Zeller:R09F22A.

APPENDIX IV

NATIONAL AGREEMENTS

TABLE OF CONTENTS
RECREATION AND WILDERNESS MANAGEMENT
NATIONAL AGREEMENTS

DRAFT DOCUMENT MAY 1992 EDITION

(LISTED BRIEFLY IN ALPHABETICAL ORDER
FOLLOWED BY MORE COMPLETE LIST INCLUDING CONTACT AND DESCRIPTION)

Agreements between the USDA Forest Service and:	Date signed	Expiration Date
All-Terrain Vehicle Safety Institute	4/12/90	4/12/93
92-CCS-078 America Outdoors	5/4/92	7/1/92
The American Forestry Assoc.	12/18/86	INDEFINITE
92-PA-050 The American Hiking Society	9/30/92	9/30/93
92-CCS-084 American River Mgmt Society	5/92	8/15/92
92-SPA-021 Amtrak	6/92	6/94
92-MOU-055 BLM, COE, FWS, NPS, and USTTA	6/92	9/30/97
92-IA-054 BLM, COE, FWS, NPS	6/92	9/92
The Boy Scouts of America	11/82	INDEFINITE
91-PA-109 Boy Scouts of America	9/91	9/92
91-IA-020 BLM, FWS, SCS, EPA, AND COE	8/14/91	INDEFINITE
90-SMU-024 Cave Research Foundation	7/18/90	INDEFINITE
92-PA-038 CEHP	2/11/92	2/11/93
91-MOU-092 Colorado State University	8/7/91	8/7/95
90-SMU-012 The Girl Scouts of the USA	3/27/90	INDEFINITE
91-SMU-0 Go Camping America	3/91	INDEFINITE
Go Camping America	5/15/91	5/15/93
The Good Sam Club	5/3/88	INDEFINITE
Harley-Davidson, Inc	5/2/89	INDEFINITE
92-SMU-016 Motorcycle Industry Council, Inc and Special Vehicle Institute	9/4/91	INDEFINITE
91-PA-093 National Outdoor Leadership School	9/15/91	3/1/93
National Park Service	7/89	7/94
National Speleological Society	9/30/88	INDEFINITE
90-SMU-011 Physically-Challenged Access to the Woods	11/3/89	INDEFINITE
The Prevention Magazine (Rodale Press, Inc.)	10/3/88	INDEFINITE
Telephone Pioneers of America	2/2/89	INDEFINITE
91-SMU-028 Tread Lightly, Inc.	10/29/90	10/29/93
92-IA-80 COE (Natural Research Branch)	1/92	9/30/93
USDOD and DOI	10/22/90	INDEFINITE

Memorandum of Understanding
Between USFS and
All-Terrain Vehicle Safety Inst.
April 12, 1990
Larry Henson

All-Terrain Vehicle Safety Inst.
2 Jennifer St., Suite 150
Irvine, CA 92718-3800
(714) 727-4211

Agreement effective for 3 years and automatically renewed for 3 years unless ASI gives 120 days termination notice or FS gives 30 days notice. This MOU allows the ASI to conduct training programs for operators of off-highway recreation vehicles, on public land. FS obligation is communication and discussion of future goals.

92-CCS-078
Challenge Cost-Share Agreement
between the USFS and
America Outdoors
May 4, 1992
Deen Lundeen

David Brown
Executive Director
P.O. Box 1348
Knoxville, TN 37901
(615) 524-4814

Challenge by America Outdoors to help accomplish mutually beneficial objectives related to National River Cleanup Week, scheduled for May 2-10, 1992. USFS to reimburse Challenger $6,500 for printed trash bags for cleanup, help distribute bags, promote Cleanup Week, organize and participate in associated activities, and follow up with media and recognition after the event. Effective until July 1, 1992 or terminated with 60 days written notice by either party or unilaterally by USFS if Challenger fails to abide by tenets of agreement.

Letter of Agreement for Education Materials
Between the USFS and
The American Forestry Association
December 18, 1986
Jerry Coutant

Agreement for AFA to provide public education and information through TV Spots and supporting literature.

92-PA-050
Participating Agreement
Between the USFS and
The American Hiking Society
March 1992
Susan Rutherford

American Hiking Society
P.O. Box 20160
Washington, D.C. 20041-2160

Expires September 30, 1992. One year agreement covering our support of "helping out in the outdoors" a directory of volunteer opportunities on public lands. Field units can list in the directory by contacting the American Hiking Society. (not just for trail work, any kind of volunteer work)

92-CCS-084
Challenge Cost Share Agreement
between the USFS and
American River Management Society
March 1992
Dean Lundeen

LuVerne Grussing
President
American River Mgmt. Society
Route 3, Box 162
Cottonwood, ID 83522
(208) 962-3245

Agreement to accomplish mutually beneficial objectives related to the first American River Management Society National Symposium, April 28-May 1, 1992. FS will reimburse Challenger for a proportionate share of certain actual expenses not covered by registration fees or other funds. Challenger will provide at least 1 copy of any audio taped sessions and at least 2 copies of any written summaries, recommendations, resolution, and/or proceedings as a result of the conference by August 15, 1992.

92-SPA-021
Master Participating Agreement
between the USFS and
AMTRAK
Neil Hagadorn
June 1992

AMTRAK
80 Massachusetts Ave N.E.
Washington, D.C. 20002
Oliver Jones
(202) 906-2070

Expires 2 years from date of signature.
May be terminated by 60 days written notice by either party. Agreement to allow on-board education and interpretive programs to be jointly developed and implemented for passengers aboard AMTRAK as they travel through or adjacent to National Forest lands.

92-MOU-055
Memorandum of Understanding
between the USFS and
BLM, COE, FWS,NPS, and The United States
Travel and Tourism Administration,(USTTA)
Tom Lennon and George Asmus
June 1992?

To advance the international public's awareness of the tourism opportunities on the federal lands of the United States and Market these tourism opportunities in an environmentally sensitive manner to produce economic benefits for the United States with emphasis upon the rural areas. Agreement may be modified or amended upon written request of any party with concurrence of the others and may be terminated with 60 days written notice of any party. Expiration September 30, 1997.

92-IA-054
Interagency Agreement
Between the USFS and
BLM, NPS, FWS, COE
Tom Lennon
June 1992?

John Laxalt
BLM
1849 C Street NW
Washington, D.C. 2024
(202) 208-7701

Joe Murphy
FWS
1849 C Street NW
Washington, D.C. 20240
(202) 358-2043

Priscilla Baker
NPS
1849 C Street NW
Washington, D.C. 20240
(202) 208-4917

Dave Wachus
COE
20 Massachusetts Ave., NW
Washington, D.C. 20314
(202) 272-1790

To pool recreation resource information and corresponding funding to contract the development of a video program that features out door recreation opportunities on the Federal land of the US. Objective is to assist in marketing these opportunities to domestic and international markets. USFS to serve as lead agency. Termination with 30 days written notice prior to any contract award. Agreement effective until September 1992 or completion of project.

Memorandum of Understanding
between the USFS and
The Boy Scouts of America
November 1982

National Office
Boy Scouts of America
1325 Walnut Hill Lane
Irvine, TX 75062-1296

General agreement to foster communication and volunteer programs. In effect until terminated by written notice by either party.

91-PA-109
Participating Agreement
between the USFS and the Boy Scouts of America
September 1991

Expires Sept. 1992. Development and publication of "T.R.A.I.L. Boss Skills Manual."

91-IA-020
Interagency Agreement
among:
BLM, FWS, SCS, EPA, and
COE
August 14, 1991

USFS Scout Liaison
Steve Davis

In effect until terminated by written notice from any party. Purpose of agreement is to facilitate cooperation among the participating federal agencies in establishing and implementing the "TRAIL Boss" program.

90-SMU-024
Memorandum of Understanding
between the USFS and
The Cave Research Foundation
July 18, 1990

21914 Huntmaster Dr.
Gaithersburg, MD 20881

Agreement in effect until terminated by either party by 90 day written notice. To provide opportunity for better management and study of non-renewable cave resources, to assist local units in developing agreements, and to encourage local cooperation.

92-PA-038
Participating Agreement
between the USFS and
CEHP, Inc.
February 11, 1992
Jill Osborn

CEHP Inc.
1333 Connecticut Ave, NW
Suite 400
Washington, DC
(202) 293-1774
Loretta Neuman

Expires February 11, 1993. Agreement to administer the Passport in Time program.

91-MOU-092
Memorandum of Understanding
between the USFS and
Colorado State University
Jay McConnell
August 7, 1991

Agreement to provide training and education on a continuing basis to a large technical field staff of the FS and others, in recreation management and lands program technology through the use of accredited correspondence study courses administered by Colorado State University. Effective for four years from execution date and may be terminated by either party with 90 days written notice.

90-SMU-012
Memorandum of Understanding
between the USFS and
Girl Scouts of the USA
March 27, 1990

Girl Scout Council of the
Nation's Capital
2233 Wisconsin Ave. NW
(202) 337-4300
Mary Rose Main

Agreement in effect until terminated by either party with 30 day written notice. Establishes a framework for FS involvement in GS programs, training, activities, and organization, e.g., FS board membership.

91-SMU-0
Memorandum of Understanding
between the USFS and
Go Camping America
March 1991
Bob Cron

Go Camping America
Dave Gorin
P.O. Box 2669
Reston, VA 22090
(703) 471-0143

Agreement in effect until terminated by either party with 30 days written notice. General agreement to support Go Camping America programs to encourage first-time campers. Includes: encouraging participation by local forests in agreements with GCA, use of FS name and insignia, making FS lands available.

Memorandum of Understanding
between the USFS, BLM, NPS, BOR and
Go Camping America Committee
May 15, 1991
Bob Cron

Expires May, 15 1993. May be terminated by any of the federal agencies with 30 days written notice, Agreement for GCA and the Federal agency partners to share in education program, to encourage first time campers and camping on a regular basis and to provide information and encourage camping on off peak periods.

Memorandum of Understanding
between the USFS and
The Good Sam Club
May 3, 1988
Bob Cron

The Good Sam Club
Sue Gray, Vice President
P.O. Box 500
Agoura, CA 91301
(818) 991-4980

May be terminated or amended by either party in writing. Agreement provides basis for local units to establish agreements and encourages cooperation. GSC to coordinate Campground Host applications, inventory and adopt scenic byways, monitor use and satisfaction at rec sites and facilities, conduct education programs, site and facility cleanup and restoration projects.

Partnership Agreement
between the USFS and
Harley-Davidson, Inc.
May 2, 1989
Contact George Lundy, USFS (R9)
(414) 291-3631
FTS 362-3631

Contact regional office in Milwaukee with questions. Agreement to provide for communications between HD and FS. HD to encourage Adopt-A-Byway, National Forest Clean-up Day, and Passport to America programs. No indication of duration of agreement.

92-SMU-016
Memorandum of Understanding
between USFS and
Motorcycle Industry Council, Inc.
and Specialty Vehicle Institute
of America
December 4, 1991

MIC
2 Jennifer St. Suite 150
Irvine, CA 92718
(714) 727-4211

Agreement in effect until terminated by either party with 30 days written notice, Establishes a cooperative relationship with a large nationwide network of independent, local off-highway vehicle clubs which may desire to provide support, volunteer labor, and /or funds to the FS for accomplishment of mutually beneficial projects or activities.

91-PA-093
Participating Agreement
between the USFS and the National
Outdoor Leadership School
September 15, 1991
John Twiss

National Outdoor Leadership School
P.O. Box AA
Lander, WY 82520
(307) 332-6973
Abby Caul Scott

Expires March 1, 1993. May be terminated by either party with 60 days written notice. Agreement to produce "Journal of Wilderness Research and Management."

Memorandum of Understanding
between the USFS and
National Park Service
July, 1989
Larry Henson

John Burns
Appalachian TRail Project Office
National Park Service
Harpers Ferry, WV 25425

Expires July 1994. Agreement for consistent management of the Appalachian Trail lands adjacent to NFS lands. May be terminated by one party upon 6 months prior written notice.

Memorandum of Understanding
between the USFS and
The National Speleological Society
September 30, 1988
Tom Lennon

Cave Avenue
Huntsville, AL 35810
(205) 852-1300

May be amended and/or terminated by 60 days written notice by either party. Establishes broad principles to assist local units of the service in cooperating with NSS to promote better management of non-renewable natural resources. Also contact Janet B. Thorne, Conservation Committee, 473 Crescent Blvd. Extension. Coraopolis, PA 15108. (412) 457-2283

90-SMU-011
Memorandum of Understanding
between USFS and
Physically - Challenged Access
to the Woods
November 3, 1989
Joe Mead

PAW
P.O. Box 357
Empire, CO 80438
(303) 569-2106

Indefinite agreement for enhancing opportunities for physically-challenged persons to access National Forests. Terminated by either party with 60 days written notice. PAW principally fund raiser, awareness activities. FS to provide expertise, access, project supervision, liaison.

Memorandum of Understanding
between USFS and
The Prevention Magazine
Rodale Press, Inc.
October 3, 1988
Tom Lennon

Ms. Carol Lindner, Director
Prevention Magazine Walking Club
Rodale Press
33 East Minor Street
Emmaus, PA 18098

Agreement in effect for 1 year from date of execution and thereafter in perpetuity until terminated in writing by either party by giving 120 days written notice to the other party. Agreement to publish a guidebook of forest trails; develop and implement a Passport program that is incentive to reward people who walk National Forest Trails; and promote volunteerism on National Forest trails (adopt-a trail program).

Memorandum of Understanding
between the USFS and
Telephone Pioneers of America
Tom Lennon
February 2, 1989

Telephone Pioneers of America
William Jermain Jr.
22 Cortland St. Rm. 30-2575
New York, NY 10007
(212) 393-3252

Effective indefinitely unless terminated by either party with 60 days written notice. General agreement to promote local cooperation between volunteers and FS.

91-SMU-028
Memorandum of Understanding
between USFS, BLM, and
Tread Lightly, Inc.
October 29, 1990

Tread Lightly, Inc.
P.O. Box 149
Ogden, UT 84402-0149
1-800-966-9900

Expires October 29, 1993. May be terminated by either party with 90 days written notice. FS and BLM cooperate with Tread Lightly to provide educational activities and plan, develop, produce, ;and distribute educational materials including displays, exhibitions, taped video or audio messages, brochures.m or other educational materials.

92-IA-80
Interagency Agreement between
USFS and
U.S. Army Corps of Engineers
Natural Resource Branch
January 1992?
Steve Davis

Agreement to utilize the COE Exhibit Project Management department to produce displays to promote conservation and volunteer involvement in conservation efforts (6 graphic displays). In effect until September 30, 1993 or terminated by either party with 30 days written notice.

Memorandum of Understanding
between the DOD, DOI, and USFS
October 22, 1990

Effective indefinitely unless terminated by either party with 60 days written notice. Aircraft Overflight Sound Study. MOU may be modified or amended, not termination date listed.

APPENDIX V

PARTNERSHIP INSTRUMENTS

Instruments to Document Partnerships

Collection Agreements

Money, equipment, labor and/or products are contributed directly to the Forest Service. The Forest Service may encourage (solicit) grants, donations, contributions or other awards of funds to finance Forest service activities if the primary purpose is for the general public benefit and does not involve conflict of interest.

Volunteer Agreements

Under the Volunteers in the National Forest Act of 1972, the Forest Service may accept the services of individuals without compensation, although incidental expenses may be provided for. The Forest Service may reimberse or provide housing, a uniform, a subsistence allowance, and work related transportation, depending on the nature of the volunteer project and availability of funds. The field subsistence rate is around $10.00 per day. The actual amount varies, depending on the appraised costs for the area.

Challenge Cost-Share Agreements

Partners provide services and/or materials as their share of the project work and the Forest Service pays them for its share of the cost.

Participating Agreements

The Forest Service and partner(s) will perform work from which they will accrue mutual benefit (non-monetary). Types of projects for which this authority may be used are specifically mentioned in the Cooperative Funds and Deposits ACt of 1975 and include pollution abatement equipment and facilities, manpower and job training programs, environmental education and forest history, and forestry protection including fire, TSI, debris removal and tree thinning.

Memorandum of Understanding

For the purpose of coordinating efforts to eliminate duplication and waste. Each party carries out its separate activities in a coordinates and mutually beneficial manner. No funds may be exchanged.

Interagency Agreements

Used with other Federal Agencies. Generally when they provide benefit to the Forest Service or provide material savings of public funds through the elimination of duplication, etc.

Grants and Cooperative Agreements

Partnerships where we are essentially using our resources and sometimes some of the other party's resources to stimulate and support activity of mutual benefit.. Transfer a thing of value for the purpose of support or stimulation. When we do not expect to be substantially involved use a grant, when we expect to be substantially involved use a cooperative agreement. One must have specific authority to enter into one of these documents and those are lists in FSM 1581.01. NFS is very limited here.

Procurement Contracts

To sanction partnerships where the benefit to the other party is nonmonetary. Documents the rights and responsibilities of the Government and others who accrue nonmonetary benefit from a project of mutual benefit. A method of doing work with others where other authorities do not reach.

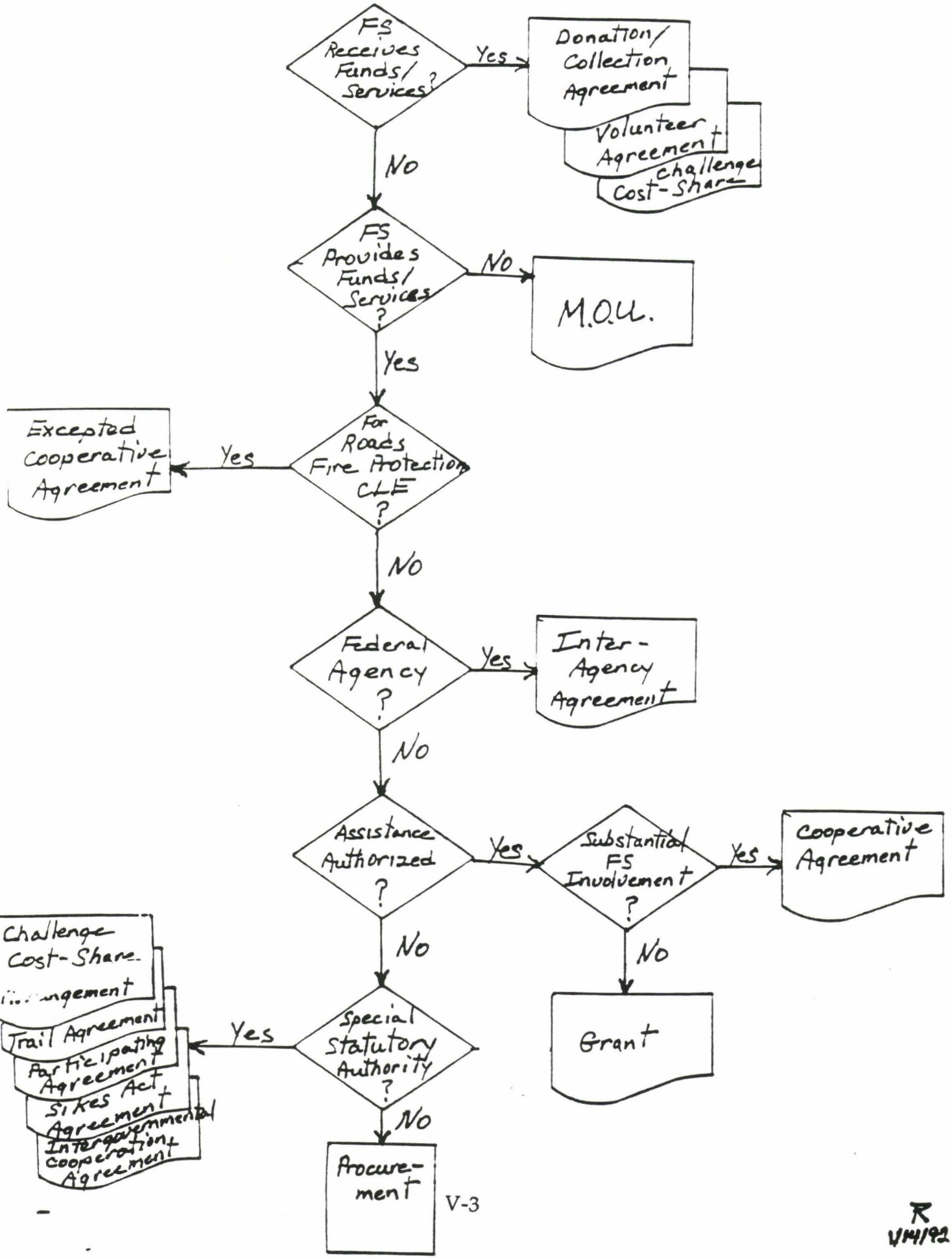
Research Joint Venture Agreement

To pool resources in support of research activity of mutual interest. Parties must cost share (minimum 20% of total project costs).

Research Cost-Reimbursable Agreements

To acquire goods and services, including personal service, to carry out agricultural research of mutual interest. Typically a procurement type of transaction although both parties will benefit nonmonitarily. May be done with a State Cooperative institution only.

DECISION PROCESS
Federal Grants and Cooperative Agreements Act



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VH1/92

PARTNERSHIPS

Partnerships should include the following:

1. Mutual interest in some goal or value
2. A state of participation or sharing
3. Voluntary participation
4. A specified relationship between the parties, ie., an agreement (instrument)
5. Mutual benefit for nonmonetary consideration (no profit motive either present or future)

There are many examples of partnerships throughout the Forest Service. Many of these relationships which were previously termed "cooperative efforts" are now recognized as partnerships.

The majority of these partnerships are documented with some form of agreement. Partnerships may be formed in situations where the partner(s) wishes to contribute/donate **directly** (pay to) the Forest Service. In these instances, we may collect the money, if necessary match with our share, and accomplish the work by force account and/or procurement contract. Under other circumstances, a partner may wish to provide for their share of the project work (**contribute indirectly**). Depending upon the circumstances, we may enter into a Challenge Cost-share or Participating Agreement. In other instances, partnerships may be formed when we pay all the costs or where no financial obligation is created, but are nevertheless, mutually beneficial.

A list of the various instruments to document partnerships, the authorities and applicability follow:

Collection Agreements

Collection agreement is the instrument used when money, equipment, labor and/or products are contributed directly to the Forest Service. Major situations are addressed below.

Donations/Grants/Contributions

The Forest Service may encourage (solicit) grants, donations, contributions or other awards of funds to finance Forest Service activities if the primary purpose is for the general public benefit and does not involve conflict of interest. (FSM 1584.03)

Donations/Contributions are authorized by several Federal laws and can take the form of money, equipment and/or services. These are considered charitable for tax purposes if made to the United States for exclusively public purposes. (26 Stat. 170)

1. **Cooperative Funds Act Of June 30, 1914 (16 USC 498) Ref: FSM 1584.11.** --Work must be investigations, protection, improvement of National Forests
--Only on lands with National Forest Status

--Forest Service must do work by either force account or procurement contract
--Contributions must be voluntary
--Overhead can be waived
--Funds must be deposited before work begins
--Funds must be accounted for separately by type of donation
--Surpluses must be refunded to the depositor

EXAMPLE: Monies collected to improve National Forest lands, such as the Greater Yellowstone recovery effort.

2. **Acceptance of Gifts Act of October 10, 1978 (7 USC 2269) Ref: FSM 1584.16.**
--Can accept, receive, hold and utilize and administer gifts, bequests or devises of real and personal property to carry out functions.
--Acceptance of gift/donations may not be conditional upon endorsement of the donor's firm or product.

EXAMPLE: Monies contributed by the Chrysler Corporation to help fund signing for the Scenic Byways program.

3. **Forest and Rangeland Renewable Resources Research Act (16 USC 1641 -1646) Ref: 1584.12.**

--Authorizes the acceptance of contributions to conduct research activities. Donations can be money, real and personal property.
--Surplus funds must be refunded to the depositor.

EXAMPLE: Contributor may make funds available to pay the costs of any research work performed by the Experiment Station including indirect costs.

4. **Granger-Thye Act of April 24, 1950, 16 USC 572 Ref: FSM 1584.13.**

--Can accept contributions for the administration, protection, improvement, reforestation, or such other kinds of work the Forest Service is authorized to do on its lands for the benefit of the public.

EXAMPLE: A Special Use permittee (Ski Resort) provides funds to cover the cost of avalanche control.

<u>Volunteer Agreement</u>

Volunteers in the National Forest Act of 1972, (16 USC 558) Ref: FSM 1830.

--May accept the services of individuals without compensation, although incidental expenses may be provided for.

EXAMPLE: Rancher wants to provide equipment and labor (volunteer) to enhance access road which is under Forest Service jurisdiction. Forest Service could pay for fuel as an incidental expense and provide road materials.

Challenge Cost-Share Agreements

Challenge Cost-Share agreements are instruments used when partners provide services and/or materials as their share of the project work and the Forest Service pays them for its share of the cost.

Challenge Cost-share Program, P.L. 100-446, (FSM and FSH ID's being prepared).

--Currently permitteed under the FY 1989 Appropriations Act for use in recreation and wildlife and fish cost-share programs.
--Federal funds "matched by various organizations to jointly develop, plan and implement projects to enhance specific improvement activities.
--On a fiscal year basis, Federal funding shall be matched or exceeded with challenger contributions; however, each project need not reflect a dollar-for-dollar ratio.
--(Note: A challenger may wish to contribute cash as his share of the project in which case one would enter into a Collection Agreement, put up our share and accomplish the work via force account or procurement contract.)
--We may enter into a Challenge Cost-share agreement without regard to the Federal Acquisition Regulations and Federal Assistance regulation when we wish to pay for services rendered by the challenger as part of our share of the cost of performing a specific project. (See sample agreement; 1580/6300 letter, 11/17/88) In FY 1989, we may enter into these agreements only with the various States (includes local Governmental units) and private, nonprofit organizations.

EXAMPLE: Challenger wishes to donate equipment as his share of the project, however, he wishes that the Forest Service pay his labor costs as part of their share.

Participating Agreement

Participating agreements are appropriate where the Forest Service and partner(s) wish to perform work from which they will accrue mutual benefit (non-monetary). Types of projects for which this authority may be used for are specifically mentioned in the Act.

Cooperative Funds and Deposits Act of December 12, 1975, (16 USC 565 a1-a3), P.L. 94-148, Ref: FSM 1589.1.

--May be used for pollution abatement equipment and facilities, manpower and job training programs, environmental education and forest history, and forestry protection including fire, TSI, debris removal and tree thinning.
--Participants must share a mutual interest other than monetary considerations.
--Both parties shall contribute resources to the endeavor.
--(Note: This authority is generally used for Human Resouce Employment Agreements - See FSM 1585)

EXAMPLE: Partner wishes to publish a brochure concerning enhancement of elk habitat and solicits support from the Forest Service. Partners share in the total cost will be substantial. Since a brochure will be published, is environmentally educational and is mutually beneficial, we may enter into a participating agreement to support the effort.

Research Joint Venture Agreement

Food Security Act Amendment - Contract, Grant and Agreement Authority, (7 USC 3318) Ref: FSM 1589.

--Pool resources in support of research activity of mutual interest(RESEARCH FUNDING ONLY)
--Parties must share cost (minimum 20% of total project costs)
--May enter into this agreement without regard to the Federal Assistance regulation; however, sound financial control shall apply.

EXAMPLE: May enter into agreement with a University to support research of mutual benefit.

The following discussion centers around agreements that may be entered into where we may pay or where no financial obligation is created, but are nevertheless, mutually beneficial.

1. Research Cost-Reimbursable Agreement

Food Security Act Amendment - Contract, Grant and Agreement Authority, (7 USC 3319(a)) Ref: FSM 1589.

--Acquire goods and services, including personal services, to carry out agricultural research of mutual interest.
-Typically a procurement type of transaction although both parties will benefit nonmonitarily
--May be done with a State Cooperative Institution only (RESEARCH FUNDING ONLY)

EXAMPLE: The Forest Service could pay for computer data services done by a State Cooperative Institution in which the results would benefit both.

2. Memorandum of Understanding, Ref: FSM 1588.03

--Is an agreement with the purpose of coordinating efforts to eliminate duplication and waste.
--Each party carries out its separate activities in a coordinated and mutually beneficial manner.
--No funds may be exchanged.

EXAMPLE: Forest Service and National Weather Service cooperate in the preparation and distribution of snow avalanche bulletins. Each agency assumes their own costs.

3. Interagency Agreement (Purchase Order, Letter of Agreement-Instrument varies depending upon agency requirement), Ref: FSM 1587.03.

--Used with other Federal Agencies.
--Generally when they provide benefit to the Forest Service or provide material savings of public funds through elimination of duplication, etc.
--Generally cite the Economy Act, (31 USC 1535)

EXAMPLE: Procure services from another Federal agency to provide services which we do not possess the capability to do.

Assistance

Grants and cooperative agreements form partnerships since we are essentially using our resources and sometimes some of the other party's resources to stimulate and support activity of mutual benefit.

Grants and cooperative agreements both transfer a thing of value for the purpose of support or stimulation, but a distinction is made between the two depending upon the degree of involvement by the parties to the transaction. When we do not expect to be substantially involved the instrument to use is a grant. When we expect to be substantially involved the instrument to use is a cooperative agreement.

One must have specific authority to enter into one of these documents and those are listed in FSM 1581.01. The National Forest System is very limited here.

Procurement Contracts

The following discussion centers around using procurement contracts to sanction partnerships where the benefit to the other party is nonmonetary.

A procurement cost-share contract is the appropriate instrument to document the rights and responsibilities of the Government and others who accrue a nonmonetary benefit from a project of mutual benefit. It is a method of doing work with others where other authorities don't reach.

Summary and Future Trends

There are many examples of partnerships and volunteerism on every National Forest. The public is expressing increased support for and concern about the management of their public lands and this is resulting in increasing spontaneous donations, partnership opportunities and corporate sponsorship of programs. Some of these offer significant amounts of money and/or supplies/services. We must be cognizant of the types of transactions that we can enter into and be careful not to endorse any product (See DR-1400-1, June 8, 1988) or create a conflict of interest including the appearance of a conflict of interest.

As we mention earlier, the partnership concept did not create any new authority, but created the need to examine and use any existing

authority. The prior discussion has detailed methods available to us. What can we do in the future to make things easier?

To help alleviate some of the red tape that we encounter with the process of entering into partnerships, we have submitted a legislative proposal to expand the Cooperative Funds and Deposits Act of 1975 (PL 94-148) to include all programs where the result of the objective would be mutually beneficial; the product or service do not result in a commercially advantageous situation for the other party; both parties contribute financial and/or other resources; and substantial involvement is anticipated between the parties. We are also seeking the same through the appropriation process as an expansion of the Challenge Cost Share authority. We anticipate that if we are granted this authority that we could enter into arrangements outside the Federal Acquisition Regulation and Federal Assistance regulation. Of course, proper financial controls are required in all cases.

APPENDIX VI

SAMPLE AGREEMENTS

AGREEMENT FOR SPONSORED VOLUNTARY SERVICES

(Act of May 18, 1972, P.L. 92-300, as amended)

1. Name of Sponsor/Organization (Print): Accessibility Work Group

2. Address (Street, City, State, ZIP Code): See list on back of page

3. We desire to make available the volunteer services of the following person(s) to assist with Forest Service work:

See list on back of page

There will be other names added for specific meetings

(If more space is needed, use reverse)

4. Description of work to be performed:

Provide consumer-generated recommendations for making White Mountain National Forest recreation accessible to persons with disabilities. Discussion focus will be:

-General population information about people with disabilities and their expectations and desires for various recreation opportunities;
-On-the-ground conditions that are necessary for a recreation opportunity to be available.
-Factors that should be considered in evaluating and writing Forest recreation goals and objectives.

5. The above-described work will be contributed to the Forest Service. Except as provided below, the work performed by the participants will not confer on them or on our employees, or officers, the status of federal employees.

6. We will provide the Forest Service with a list of participants and man-hours contributed to accomplish the work in item 4 above.

7. We will obtain parental or guardian consent for each individual under 18 years of age and will comply with child labor laws.

8. _____ is hereby designated to serve as our liaison with the Forest Service in day-to-day operations under this agreement.

9. We understand that either the Forest Service, or we, may cancel this agreement at any time by notifying the other party.

10. Remarks:

The designated liaison will be selected from the Accessibility Work Group. That individual, when determined, will be named as the liaison.

P/C 272310 — 2570

(If more space is needed, use reverse)

11. Signature (Designated Liaison for Sponsored Group/Organization)	12. Date
Janet A. Fellis	7/19/91

ACCEPTANCE FOR THE FOREST SERVICE

The Forest Service agrees, while this agreement is in effect, to:

1. Provide such materials, equipment, and facilities as are available and needed in performing the work described above.
2. Provide necessary incidental expenses of sponsored participants to the extent such expenses cannot be borne by the sponsor, and to the extent Forest Service funds are available. The maximum Forest Service funding of such incidental expenses shall be set forth on the reverse of this form or in an accompanying plan for each fiscal year or portion of a fiscal year.
3. Consider the participants as federal employees for the purpose of tort claims and compensation for work injuries, to the extent not covered by the sponsor.
4. Authorize sponsored participants to operate federal motor vehicles when necessary, provided participants are licensed to operate a motor vehicle.

5. Signature (Forest Service Officer)	6. Title	7. Unit	8. Date
[signature]	Staff Officer		7/19/91

Forest Service reimbursement for sponsored participants' necessary incidental expenses are as follows:

	Yes	No		
a. Subsistence	(X)	( )	(amount if yes) Actual costs	remarks: NTE $26.00/person/day
b. Transportation Allowance	(X)	( )	(rate if yes) 24¢ per mile	remarks:
c. Provide Lodging	(X)	( )	remarks: If necessary - NTE $66.00 per night	
d. Other:				

FS-1800-9 (9/89)

TERMINATION OF AGREEMENT

ment Terminated on (Month, Day, Year)	2. Signature (Forest Service Officer)

xt

ACCOMPLISHMENT

RESOURCE CATEGORY (a)	NIRP CODE (b)	UNIT OF MEASURE (c)	AMOUNT ACCOMP. (d)	HOURS CONTR. (e)	COST TO GOVM'T (f)	APPRAISED VALUE (DOLLARS) (g)

u Space (Please specify the section and item no. using this space):

Dennis Lamb
P.O. Box 328
Tibbetts Road
Corinna, ME 04928

David E. Hammond
Star Route 32, Box 178
Owl's Head, ME 04854

Larry Robinson
Granite State Independent Living Foundation
172 Pembroke Road
Concord, NH 03301

Dwayne Johnson
5 Tarra Road
Southboro, MA 01772

Howard Cohen
Boston University, School of Education
605 Commonwealth Avenue
Boston, MA 02215

Ray Patten
1600 Providence Highway, Suite 101R
Walpole, MA 02081

David Murphy
P.O. Box 143
Groton, MA 01450

Ted Purcell
193 Tomoqussett Road
Rutland, MA 01543

Ken McDonald
BCIL
95 Berkeley St.
Boston, MA 02116

Steven Jones
Granite State Independent Living Foundation
172 Pembroke Road
Concord, NH 03301 3 RIVERSIDE DR., SUNCOOK, NH 03275

Janet Zeller
Route 2, Box 246
Dunbarton, NH 03301

William Finn
New Hampshire Education Service for the Sensory Impaired
17 South Fruit Street
Concord, NH 03301

William P. Boucher
~~P.O. Box 143~~ 190 LITCHFIELD Rd,
Londonderry, NH 03053

Ray Conley
The Governor's Commission on Disability
57 Regional Drive
Concord, NH 03301-8506

Priscilla Vogler
1555 Bodwell Street, #49
Manchester, NH 03103

Richard McFarland
Route 2, Box 5065
Newport, ME 04953

Sally Conway
Human Rights Commission
163 Loudon Road
Concord, NH 03301

Ron Hansen
Governor's Committee on Employment of People with Disabilities
35 Anthony Avenue
Augusta, ME 04330

COLLECTION AGREEMENT
between the
GALLATIN EMPIRE LIONS CLUB, INC

and the
GALLATIN NATIONAL FOREST, USDA-FOREST SERVICE

THIS COLLECTION AGREEMENT, made and entered into by and between the GALLATIN EMPIRE LIONS CLUB INC., a Montana Corporation hereinafter referred to as the Lions Club, and the FOREST SERVICE, GALLATIN NATIONAL FOREST, US Department of Agriculture, by and through the Forest Supervisor, hereinafter referred to as the FOREST SERVICE, under the provisions of the Cooperative Funds Act of June 30, 1914 (16 USC 498), and the Volunteers in National Forest Act of May 18, 1972 (PL 92-300)

WITNESSETH:

WHEREAS, the Forest Service administers National Forest lands located in the Hyalite Canyon area, and desires to participate with the Lions Club to develop recreation and education opportunities in Hyalite Canyon.

WHEREAS, the Lions Club desires to participate with the Forest Service to develop recreation and education opportunities in Hyalite Canyon.

NOW, THEREFORE, in consideration of the above premises, the parties hereto agree as follows:

A. THE LIONS CLUB SHALL:

1. Meet with the Forest Service to discuss specific project proposals as necessary to meet the purposes of this agreement.

2. Contribute funding, materials, supplies, and labor for the construction, reconstruction, or maintenance of the project as the board determines it is financially able to do.

3. Deposit with the Forest Service, in advance of any work, such sums as it may have available for completion of the project.

4. Maintain a record, by individual and value of donation, of all funding, materials, and supplies donated for the project.

5. Enter into specific contracts or volunteer agreements with the Forest Service, or contracts with others to accomplish the agreed upon work projects.

B. The FOREST SERVICE shall:

1. Send representatives from the National Forest, who are responsible for the management of the area, to meet with members of the Lions Club to discuss and define project proposals necessary to meet the purposes of this agreement.

2. Provide leadership for planning, development, and management of the area as well as providing technical expertise in design, construction, maintenance, operation, and signing of trails.

3. Retain managerial prerogatives in the management of the Hyalite Canyon Area and the development and improvement facilities as authorized and/or directed under existing statues and regulations.

4. Provide Forest Service representatives to the Lions Club to ensure that the scope of work and minimum standards and specifications are met on projects funded by the Lions Club or done under other arrangements between the Lions Club and other organizations or individuals.

5. Provide supervision and standards of workmanship for projects affected with Forest Service crews or Forest Service volunteers.

6. To refund to the Lions Club any cash balance contributed which is not required by the Forest Service for purposes of this agreement.

C. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE SAID PARTIES THAT:

1. Both parties will meet for the purpose of developing and documenting a plan identifying the improvement needs of the Hyalite Canyon Area and review and discuss various proposed and recommended projects and establish priorities for projects for the purpose of funding.

2. Each project requiring the use of Lions Club personnel will be documented and signed by the responsible Forest Officer and a Lions Club representative using the Volunteer in National Forest Agreement, form FS-1800-7 or FS-1800-8.

3. Permission to camp, and to perform work on National Forest lands, under the terms of this agreement, does not in any way convey to the Lions Club, their officials, or any person or persons working with the Lions Club in the performance of said work, employee status that would extend to them the benefits of the Federal Employees Compensation Act, as amended.

NOTE: The above proviso is not applicable when Lions club personnel are performing work for the Forest Service under a properly executed volunteer agreement identified in clause C.4.above.

4. Improvements placed on National Forest land at the direction of either of the parties shall thereupon become the property of the United States, and shall be subject to the same regulations and administration of the Forest Service as all other National Forest improvements of a similar nature.

5. The trails and improvements will be opened to the general public, and the Lions Club will in no way control access to or use of the trails or improvements.

6. This agreement in no way restricts the Forest Service from participating with other public and private agencies, organizations, and

individuals or from accepting contributions and gifts for the improvement, development, administration, and operation, of the Hyalite Canyon Area.

7. Nothing in this agreement shall be construed as obligating the Forest Service to expend, or as involving the United States in any obligation for future payment of money, in excess of appropriations authorized by law.

8. No member of, or Delegate to, Congress or Resident Commissioner shall be admitted to any share or part of this agreement, or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.

9. No Contribution, Donation, or Gift of any kind shall entitle the Lions Club, contributors or donors to any share or interest in the Hyalite Canyon Accessible Recreation and Education Project other than the right to use and enjoy the same under the existing regulation of the Forest Service.

10. This agreement may be revised as necessary by mutual consent of both parties, by the issuance of a written amendment, signed and dated by both parties.

11. Either party may terminate this agreement by providing 60 days written notice. Unless terminated by written notice, this agreement will remain in force until defined developments are completed, which is anticipated to be in the Fall, 1988.

V. Effective Date:

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the last written date below.

FOREST SERVICE
Department of Agriculture

Robert S. Gibson

ROBERT S. GIBSON
Forest Supervisor
Gallatin National Forest

5/23/88
Date

COOPERATOR

Rory Boling

RORY BOLING
President
Gallatin Empire Lions Club, Inc.

5-23-88
Date

92-CCS-078

CHALLENGE
COST-SHARE AGREEMENT
between

AMERICA OUTDOORS

and

USDA-FOREST SERVICE
RECREATION, CULTURAL RESOURCES, AND WILDERNESS MANAGEMENT-WO

THIS CHALLENGE COST-SHARE AGREEMENT, is hereby made and entered into between American Outdoors, hereinafter referred to as the Challenger, and the Recreation, Cultural Resources, and Wilderness Management Staff - WO, U.S. Department of Agriculture-Forest Service, hereinafter referred to as the Forest Service. The agreement is executed under the provisions of the Challenge Cost Share Authority, Interior and Related Agencies Act, P.L. 101-512.

I. INTRODUCTION:

The Forest Service and the Challenger have established this agreement to help one another accomplish mutually beneficial objectives related to the National River Cleanup Week. The National River Cleanup Week is scheduled for May 2 - 10, 1992, as part of Take Pride in American Month. Sponsoring organizations include Take Pride in America, America Outdoors, American Rivers, National Association of Canoe Liveries and Outfitters, American Canoe Association, North American Paddlesports Association, American Whitewater Affiliation, and Canoe Magazine. National, regional, and local river cleanup activities are being scheduled throughout the country.

II. MUTUAL BENEFITS:

The National River Cleanup Week is a volunteer effort which can have important benefits to the Forest Service. Not only will it result in trash-free riverways, but it will help to promote community awareness and support for protection and management of our rivers and the unique resources and aquatic environment associated with them. It may also serve to identify restoration needs and pollution problems which can be dealt with at a later time. This year's goal is to cleanup 3,000 miles of rivers. The Forest Service would like to include 500 miles of National Forest rivers as part of that goal.

III. THE FOREST SERVICE SHALL:

1. Reimburse the Challenger for expenses incurred in the production of specially designed and printed trash bags, in an amount not to exceed $6,500. The Forest Service will process payment upon receipt of a statement or invoice prepared by America Outdoors and forwarded to Mr. Deen Lundeen at the address shown in Section VI of this agreement. This action will be accomplished via a Purchase Order issued to America Outdoors.

2. Distribute approximately 15,000 trash bags from the Washington Office and Regional Offices, to each of the National Forests requesting a supply of the trash bags for river cleanup activities scheduled on the Forest.

3. Help promote the Cleanup Week by distributing posters, putting news articles and notices in local newspapers, putting announcements and features on local radio and television stations, and making contacts with potential cleanup groups.

4. Help organize and participate in the river cleanup and associated activities.

5. Followup with informal videos, photos, news articles, and group and/or individual recognition completion of the cleanup effort.

IV. AMERICA OUTDOORS SHALL:

1. Along with other sponsers, plan and coordinate the National River Cleanup Week activities.

2. Provide specially printed trash bags and distribute the trash bags to the Forest Service Washington Office and Regional distribution points.

3. Register volunteer river cleanup groups submitting registration forms, and send out posters, news releases, and information kits to each group.

4. Provide posters, news releases, and information kits for distribution to each Forest Service Regional Office and National Forest.

5. Provide a critique and summary of the results of the river cleanup activities within 6 months after completion of these activities.

V. IT IS MUTUALLY AGREED AND UNDERSTOOD BY THE FOREST SERVICE AND AMERICA OUTDOORS THAT:

1. Both parties will arrange for a continuing consultation to discuss the conditions covered by this agreement and agree to actions necessary to implement and further the stated goals of the National River Cleanup Week.

2. The Forest Service, in writing, may terminate the agreement in whole, or in part, at any time before the date of expiration, whenever it is determined that the Challenger has materially failed to comply with the conditions of this agreement. The Challenger shall not incur any new obligations for the terminated portion of the agreement after the effective date and shall cancel as many obligations as is possible. Full credit shall be allowed for the Forest Service share of the obligations incurred to the effective date and all noncancellable obligations properly incurred by the Challenger prior to termination.

3. Any monies that are payable from the United States under this agreement to any person or legal entity not an agency or subdivision of a State or local government may be subject to administrative offset for the collection of any debt the person or legal entity owes to the United States. Information on the person's or legal entity's responsibility for a commercial debt owed the United States shall be disclosed to consumer or commercial credit reporting agencies.

4. The Challenger shall comply with all Federal Statutes relating to nondiscrimination. These include but are not limited to (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits descrimination on the basis of race, color, handicap, or national origin; (b) Title IX of the Education amendments of 1972, as amended (20 USC 1681-1686), which prohibits discrimination on the basis of sex.

5. Improvements placed on National Forest land at the direction of either of the parties, shall thereupon become the property of the United States, and shall be subject to the same regulations and administration of the Forest Service as all other National Forest improvements of a similar nature.

6. This agreement in no way restricts the Forest Service from participating with other public or private agencies, organizations, and individuals or from accepting contributions and/or gifts for the improvement, development, administration, operation, and preservation of this or any other project.

7. No part of this agreement shall entitle the Challenger to any share or interest in the project other than the right to use and enjoy the same under the existing regulations of the Forest Service.

8. No member of, or Delegate to Congress shall be admitted to any share or part of this agreement, or any benefits that may arise therefrom; but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.

9. Nothing herein shall be considered as obligating the Forest Service to expend or as involving the United States in any contract or other obligations for the future payment of money in excess of appropriations authorized by law and administratively allocated for this work.

10. This agreement may be revised as necessary by mutual consent of both parties, by the issuance of a written amendment, signed and dated by both parties.

11. Either party may terminate the agreement by providing 60 days written notice, unless terminated by the Forest Service unilaterally for cause in accordance with Article 2 of this section.

12. The work under this agreement shall be completed no later than July 1st, 1992.

VI. **PROJECT COORDINATORS:** Administration of this agreement shall be accomplished by:

Deen Lundeen
USDA Forest Service
Recreation, Cultural Resources,
and Wilderness Management Staff
14th and Independence, S.W.
201 14th Street, S.W.
Washington, D.C. 20250
(202) 205-1405

David Brown
Executive Director
America Outdoors
P.O. Box 1348
Knoxville, TN 37901
(615) 524-4814

IN WITNESS WHEREOF, the parties hereto have executed the Agreement as of the last date written below.

VII. SIGNATURES:

David L. Brown

David Brown, Executive Director
America Outdoors

5/10/92
Date

Steve Deitemeyer, Acting Director
Recreation, Cultural Resources
and Wilderness Management
USDA Forest Service

5/4/92
Date

National River Clean-up Week Financial Plan

Item	*Partner*	*Forest Service*
100,000 Trash bags	$23,557	$6,500
Packaging (200 points @0.15ea)	$ 3,000	
Shipping	$ 5,000	
Printing (registration, media kits, news releases)	$ 2,400	
Telephone	$ 750	
Travel	$ 1,000	
Postage (posters, kits, releases, evaluations)	$ 900	
Database entry	$ 500	
Temporary help	$ 300	
Photography	$ 750	
Slide Presentation	$ 1,500	
Salaries & Wages	$24,000	
Miscellaneous	$ 750	
TOTAL	$64,407	$6,500

MEMORANDUM OF UNDERSTANDING

BETWEEN

PROJECT PLAY AND LEARNING IN ADAPTABLE ENVIRONMENTS, INC.

AND THE

U.S. DEPARTMENT OF AGRICULTURE
FOREST SERVICE

93-MOU-067

This Memorandum of Understanding (MOU) is made and entered into by the U.S. Department of Agriculture Forest Service , hereinafter referred to as the Forest Service, and Project Play and Learning in Adaptable Environments, Inc., a non-profit organization, hereinafter referred to as PLAE.

I. PURPOSE

The purpose of this MOU is to establish a general framework of cooperation between the Forest Service and PLAE.

The Forest Service and PLAE propose to work together to achieve a common goal of increasing public awareness and knowledge of universal design and accessible outdoor recreation facilities, programs, and services. Such cooperations will serve the interests of the parties and the public.

II. STATEMENT OF MUTUAL INTEREST AND MUTUAL BENEFITS

The National Forest System provides the largest variety of outdoor recreation opportunities in the United States. The Forest Service is committed to be the leading provider of accessible outdoor recreation facilities, programs, and services and also deems it imperative that this information reach the largest audience possible.

The Americans with Disabilities Act (ADA) guarantees people with disabilities the right of equal access to employment, public services, public accommodation, and telecommunication. Although laws and legislation regarding the rights of people with disabilities have been in effect for well over twenty years, the recent passage of the ADA has redirected the attention of all private and public agencies and organizations, including the federal government, to the issue of accessibility. The challenge now is to inform as many people as possible about the Forest Service's commitment to accessible outdoor recreation.

PLAE is a multi-disciplinary organization that was established to do research, education, and direct service in integrating people with and without disabilities into the environment. PLAE has long been an advocate of universal design and accessible outdoor recreation, and shares the objective of the Forest Service of disseminating this information to a broad range of designers, planners, land managers, recreationists, and other interested groups.

Now, therefore, the parties agree as follows:

III. PLAE WILL:

1. Initiate, create, design, and market environmental education materials and/or productions that provide technical and educational information directly related to accessible outdoor recreation facilities, programs, and other accessbility issues, to the public.

2. Meet with representatives of the Recreation, Cultural Resources, and Wilderness Management staff of the Forest Service to discuss and agree on project proposals to meet the purposes of this agreement.

3. Advise the Forest Service on current accessibility concerns and issues.

IV. THE FOREST SERVICE WILL:

1. Make available information regarding any and all services and related supplies and information materials on accessibility and other information and technical material pertaining to the National Forest, in accordance with the Freedom of Information Act (5. U.S.C. 552 et seg.).

2. Provide leadership for the planning, implementation, and monitoring of any project undertaken pursuant to this agreement.

3. Advise PLAE on the administration of outdoor recreation management program in relation to accessibility issues.

V. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE PARTIES THAT:

1. This MOU is neither a fiscal nor a funds obligation document. Any endeavor involving reimbursement or contribution of funds between the Parties of this MOU will be handled in accordance with applicable laws, regulations, and procedures including those for Government procurement and printing. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the Parties and shall be independently authorized by appropriate statutory authority. This MOU does not provide such authority. Specifically, this MOU does not establish authority for noncompetitive award to PLAE of any contract or other agreement. Any contract or agreement for training or other services must fully comply with all applicable requirements for competition.

2. This MOU in no way restricts the Forest Service from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.

3. No member of, or Delegate to, Congress shall be admitted to any share or part of this MOU, or any benefits that may arise therefrom; but this provision shall not be construed to extend to this MOU if made with a corporation for its general benefit.

4. Nothing in this memorandum shall obligate the Forest Service to PLAE to expend appropriations or to enter in any contract or other obligations.

5. This MOU may be modified or amended upon written consent of both parties or may be terminated with 60-day written notice of either party.

6. The parties agree to review and assess the effectiveness of the program and the MOU annually. This MOU will remain in effect for 5 years from the date of execution.

7. The principal contacts for this agreement are:

Joe L. Meade
Natl. Accessibility Program Mgr.
USDA Forest Service
4CEN AUD RCR&WM
P.O. Box 96090
Washington, DC 20090-6090
(202) 205-1129

Susan M. Goltsman, Director
Project Play and Learning in
Adaptable Environments, Inc.
1802 Fifth Street
Berkeley, CA 94710
(510) 845-7549

IN WITNESS WHEREOF the parties hereto have executed this agreement as of the last date of signature:

_____
Susan M. Goltsman
Director
Project Playing and Learning in
Adaptable Environments, Inc.

_____
Date

_____
James C. Overbay
Deputy Chief, NFS
Forest Service

_____
Date

APPENDIX VII

ADDITIONAL TABLE DETAIL

Table 1. Responses to Desired Conditions - Total Sample
-- Supervisor's Offices Only

Desired Conditions	Mean Score
1. Partnership programs are a high priority on my unit	1.3
2. My unit emphasizes working cooperatively to reach unit goals	1.0
3. My unit emphasizes working with other recreation providers	1.9
4. Regulations and policies make it easier to develop a variety of partnerships	1.8
5. My unit provides the skills necessary to develop a variety of partnerships	1.9
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	1.3
7. My unit has a system for deciding which partnerships are most important	1.9
8. My unit encourages individual initiative	1.3
9. My unit encourages teamwork	1.3
10. My unit encourages communication for the purpose of sharing information	1.5

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)

Table 1. Responses to Desired Conditions - Total Sample -- Districts Only

Desired Conditions	Mean Scor
1. Partnership programs are a high priority on my unit	1
2. My unit emphasizes working cooperatively to reach unit goals	1
3. My unit emphasizes working with other recreation providers	1
4. Regulations and policies make it easier to develop a variety of partnerships	2
5. My unit provides the skills necessary to develop a variety of partnerships	2
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	1
7. My unit has a system for deciding which partnerships are most important	2
8. My unit encourages individual initiative	1
9. My unit encourages teamwork	1
10. My unit encourages communication for the purpose of sharing information	1

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)

Table 2. Responses to Desired Conditions - Total Sample
-- Supervisor's Offices Only

Desired Conditions	Mean Score
1. Partnership programs are a high priority on my unit	1.9
2. My unit emphasizes working cooperatively to reach unit goals	1.5
3. My unit emphasizes working with other recreation providers	1.8
4. Regulations and policies make it easier to develop a variety of partnerships	2.5
5. My unit provides the skills necessary to develop a variety of partnerships	2.6
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	1.9
7. My unit has a system for deciding which partnerships are most important	2.6
8. My unit encourages individual initiative	1.9
9. My unit encourages teamwork	1.7
10. My unit encourages communication for the purpose of sharing information	2.2

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)

Table 2. Responses to Desired Conditions - Total Sample -- Districts Only

Desired Conditions	Mean Score
1. Partnership programs are a high priority on my unit	1.9
2. My unit emphasizes working cooperatively to reach unit goals	1.4
3. My unit emphasizes working with other recreation providers	2.7
4. Regulations and policies make it easier to develop a variety of partnerships	2.6
5. My unit provides the skills necessary to develop a variety of partnerships	2.7
6. My unit emphasizes using partnerships to provide a variety of recreational opportunities	2.1
7. My unit has a system for deciding which partnerships are most important	2.3
8. My unit encourages individual initiative	1.6
9. My unit encourages teamwork	1.6
10. My unit encourages communication for the purpose of sharing information	1.9

(1-Strongly Agree; 2-Agree; 3-Disagree; 4-Strongly Disagree)